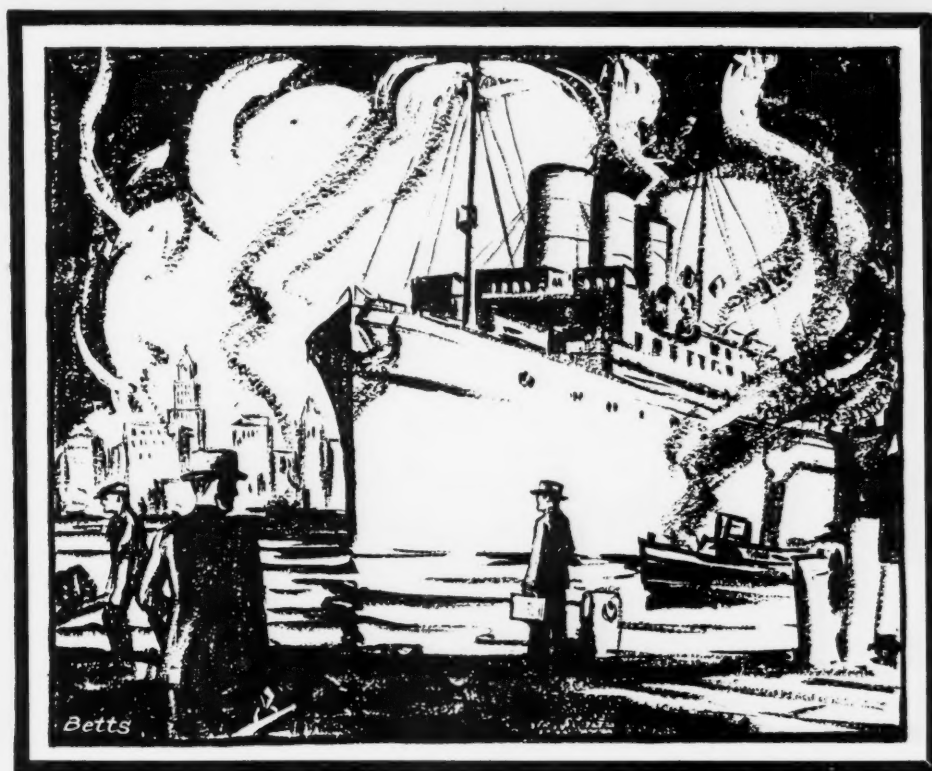


# Sales Management

*For Sales and Advertising Executives*



*A Quarter of a Billion Dollars Will Be Spent in Marine Construction, Repair and Equipment in 1925—Page 330*

## Selling a Car a Day

*Page 293*

How Dennison Cut Inquiry Costs From a Dollar to Thirty-Eight Cents Each

*Page 311*

George F. Earnshaw, President Earnshaw Sales Company, S. L. Batt, President SKF Industries, and H. E. Waldron, Vice-President W. A. Sheaffer Pen Company, all contribute to this issue

***A Dartnell***



***Publication***



## Successful Burroughs Booklets and their History

THE merchandising plans of the Burroughs Adding Machine Company are supported by a generous use of fine printed pieces. It is characteristic of Burroughs that each piece is beautifully designed and carefully prepared. Foldwell Coated Book is used for many of the more important messages—two of which are pictured above. Note particularly that Foldwell was chosen for the illustrated Manual of Instructions—a booklet that must stand up under heavy handling. The history of these follows:

1. **Purpose:** Booklet for direct mail campaigns. Manual for distribution by Burroughs salesmen as part of Burroughs service in dealing with the figure problems of business.
2. **Quantity:** 250,000 each. Total, two books, 500,000.
3. **Size:** Both 8½ x 11. Booklet 8 pages, self cover. Manual 24 pages and cover. Both saddle stitched.
4. **Printing:** By the Burroughs Print Shop.
5. **Art Work:** By Burroughs Art Department.
6. **Paper:** 35 x 45 - 133 lb. Foldwell Coated Book, White. Cover of Manual 35 x 45 - 166 lb. Foldwell Coated, White.

Manufacturers of the Foldwell line of Coated Papers: Foldwell Coated Book, Cover, Writing, Dull-Coat and Split-Color.

**Foldwell**  
TRADE MARK

CHICAGO PAPER COMPANY  
801 South Wells Street, Chicago

Nationally

Distributed

# What Happened In Radio Advertising

*In Chicago During 1924*

**M**EN who specialize in space buying ... whose job is determining media-effectiveness ... those are the men who place *National Radio Advertising*. And in Chicago during 1924, these specialists selected the Herald and Examiner to carry dominant National Radio lineage.

The National Radio lineage totals\* of Chicago newspapers for 1924 follow:

	Agate Lines
<b>Herald &amp; Examiner</b> . . . . .	<b>184,945</b>
<b>Second Paper</b> . . . . .	<b>167,608</b>
<b>Third Paper</b> . . . . .	<b>157,502</b>
<b>Fourth Paper</b> . . . . .	<b>135,248</b>
<b>Fifth Paper</b> . . . . .	<b>43,907</b>
<b>Sixth Paper</b> . . . . .	<b>13,647</b>

[[\*Compiled from the monthly reports of the Advertising Record Co., an independent audit bureau supported by all Chicago newspapers.]]

The Herald and Examiner is the only Chicago newspaper testing and certifying radio sets and accessories through an authoritative, unbiased, independent laboratory.

The Herald and Examiner has merchandised more Radio products than any other newspaper in Chicago.

*First in National Radio Advertising*

*First in Radio Merchandising*

*First in Radio Results*

[[Radio Manufacturers and Agencies are invited to write for detailed information for securing jobber and dealer distribution in Chicago.]]

CHICAGO  
**HERALD & EXAMINER**

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.





## Our Sales Manager

Is anxious to write a personal letter to other sales managers—giving specific information regarding present activity in

### Three Live Markets

And the outlook in these markets for business in 1925.

*We'll talk facts*—we'll tell you what we *know*—and why we make certain deductions.

There will be no obligation on your part for asking for this information. And no matter what your own line is, we are sure you'll profit by the contact your request will establish.

Please mention **SALES MANAGEMENT**.

### BUILDING SUPPLY NEWS

Read weekly by 5,000 *dealers* whose influence controls the sale of ninety per cent of all building supplies—and who use motor trucks and other material-handling equipment.

### BRICK and CLAY RECORD

Clay products manufacturing plants buy labor-saving machinery and equipment of every conceivable kind. A prosperous industry spending millions annually.

### CERAMIC INDUSTRY

The *only* paper covering the manufacture of glass, pottery, enamels and allied products, with national distribution. A virgin field rapidly expanding.

*Send for a recent issue of any of these publications and let us help you to investigate these markets*

**INDUSTRIAL PUBLICATIONS, Inc.**  
409 S. Dearborn St. CHICAGO

## This Issue at a Glance

### ADVERTISING

The Washburn Crosby Company has prepared a little booklet telling about their current trade paper campaign and the salesmen will use this to merchandise the advertising instead of the customary bulky portfolio. In sending the booklet to their men, the company emphasizes the importance of merchandising the trade paper copy and tells them how the campaign is expected to increase their sales volume. Page 298.

By tying up an advertising campaign with a popular fad, the manufacturers of Armour Oats are cashing in on word of mouth publicity, according to O. W. Bartlett, sales manager. "We took the biggest fad, selected the most outstanding incident in that fad, and then built the campaign around it. Results after only three weeks of trial convince us that our hunch was a good one," he says. Page 348.

### DIRECT BY MAIL

The Dennison Manufacturing Company charged ten cents a copy for booklets sent out in reply to customer inquiries. It reduced their inquiry cost from a dollar each to less than thirty-eight cents. S. Roland Hall tells how they did it in his "Better Sales Literature" section. The section contains the illustrations of several mailing pieces that have paid their way for the originators and the ideas are passed along with Mr. Hall's comments why they are good. Page 311.

### INDUSTRIAL MARKET

According to sales executives who have succeeded in selling the marine market, the most effective course to follow is actual test and demonstration. They have found that the natural buying resistance is increased by a loyalty to century old traditions of the sea, and the best way to break down this barrier of custom is to demonstrate their products under actual operating conditions. Once the way is cleared for sales, a quarter billion dollar market is available. Page 330.

### MANAGEMENT

Voluntary bankruptcy is the fate of many organizations when the big man steps down and out without having trained some one to take his place. John P. Wilder points out how the delegation of responsibility without authority in proportion is often the cause of this misfortune. "The trouble generally comes soon after the second generation has taken hold of the reins and they don't know where they are going or why," he says. Page 301.

### MARKET SURVEY

By making a survey of the industrial market in fifteen states, the National Lamp Works of the General Electric Company found a way to boost their sales. Until the survey was made they had concentrated on replacing burnt out lamps, but now this part of their business is incidental. "The survey was worth a thousand times what it cost," is the way a representative describes their experience in telling how the company has changed selling tactics. Page 335.

### SALES TACTICS

E. M. Wickes points out why it is unwise for a salesman to credit the buyer with too much knowledge. He proves his

case by citing several incidents where sales have been lost because of this. "In too many instances," he says, "sales executives in preparing advertising or promotional literature take for granted that the buyer knows as much as they do. It leaves the door wide open for an emphatic 'turn-down.'" Page 305.

When salesmen for the SKF Industries, Inc., go after an order they know the buyer's business from A to Z. "Creative selling" is the way W. L. Batt, president of the company, describes it, and he tells how they have trained their men, and the results they have obtained by adopting this method of merchandising their product. "And because our men know the buyer's business and are there to help him, they are able to get to the powers that be, and do not waste their time in the waiting rooms," he says. Page 299.

Two of the leading automobile salesmen of the country tell what they do to get the signatures on the dotted line, and incidentally point out where their methods differ from those of the average salesman. One says that he never lets a prospect get "cold," and the other insists that too much demonstration and comparison is the cause of failure to sell. Page 293.

Salesmen for the Earnshaw Sales Company are never asked to shade prices in spite of the fact that their line is the highest on the market. A campaign of education among department store owners not only showed them where they were losing money, but resulted in the establishment of a new department where an unwritten law demands the highest quality of goods. George W. Earnshaw, president, tells of the fourteen-year campaign that has put this idea across. Page 295.

### STIMULATING SALES

Northrup, King & Company found a way to make the sales effort of their men throughout the week more constant. Instead of reaching a high mark on Wednesday and dropping off during the remainder of the week, the orders roll in steadily. C. A. Burnham, secretary and sales manager, tells how they analyzed the work of their men and what they did to remedy the irregular volume of business. Page 309.

"We took three territories that had been 'jonahs' and made them our best business producers by selling the dealers on our policies instead of loading them with merchandise," said H. E. Waldron, vice president of the W. A. Sheaffer Pen Company. "It proved again that when a territory begins to slip, the cause is not to be found in conditions, but in the man who is working it. And we have found that one of the surest ways to ruin a territory is to turn it over carte-blanche to any salesman." Page 291.

"We practically 'hired' the salesmen of the small town retailers to work with us in our campaign to boost sales in their communities," says Allen W. Rucker in the second article describing the Bristol Stove and Foundry Company campaign. "It was our job to train them, get leads for them and help them close the sale, but once the job was done, it resulted in a steady increase in volume that has continued ever since." Page 327.



WHERE do you find the readers of the Condé Nast Group of magazines?

Wherever there is a well-to-do community with a social life, a prosperous business district, and handsome stores selling fine merchandise over their counters, there live the readers of Vogue, Vanity Fair, and House and Garden.

Key cities, key stores, key people.

Let J. L. Hudson buy \$100,000 worth of a certain line of merchandise today, and the humble salesman covering Michigan in a Ford asks no better argument to sell the leading store in Escanaba tomorrow.

Get your goods in our key cities, and you get the rest of the territory.

We can carry the load.

VOGUE  
VANITY FAIR  
HOUSE & GARDEN

THE CONDÉ NAST GROUP

Dartnell  
Advertising  
Agency  
Guide

# The Dartnell Advertising Guide

1925

1925

Dartnell

Bound in  
cloth, 6 x 9 1/4  
inches in size, 200  
printed pages, listing  
more than 360 recognized  
advertising agencies in the United  
States, Canada and Great Britain.

A revision of Dartnell Report No. S. 75 on  
Advertising Agencies, first published in 1920

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## Working With the Agency From Your Advertising

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## Some Useful Information This New Guide Gives You

THE Dartnell Advertising Agency Guide for 1925 came off the press December 1st. In it are given heretofore unpublished facts about 360 recognized advertising agencies; who the principals are and what their advertising experience has been; the most successful campaigns conducted by the agency; fields in which it specializes; size of organization and number of accounts handled, with a list of principal accounts and other useful information. The listing of agencies is preceded by a seventy-page editorial section giving tests, check-up methods and suggestions which an advertiser can use in dealing with his agent.

## Get the Most Dollar

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## SECTION II

### Small Versus Large Agencies

ONE OF the largest national advertisers shifted recently from one large agency to another. We happened to know that the president of this company is a close personal friend of the head of a small but efficient agency.

We asked this latter man if his agency had been considered. "No," he said, "I knew nothing about the change until it was announced to the public. I saw my friend shortly after, and asked him if he had thought of our qualifications. 'Why not—ours is a big account, so, of course, I went with a big agency.'"

This undoubtedly struck the advertiser as sound logic. As a matter of fact, he placed his account with a good agency, but that does not excuse him from blindly ignoring the merit of a smaller organization.

But after all, this advertiser is not a lone instance, for many desirable accounts are obtained on the size of the agency rather than on the ability of the principals. A new agency starting with twenty-five or more supposed employees has a much better chance to obtain major accounts than has an agency that starts with five able men. There seems to be no business in the country where "follow the leader" is such an effective slogan. An irresistible glamour seems to surround the large organization and the one with a large number of accounts.

But mere size means nothing. Here is an agency with thirty-five people, impressive offices, a "statistical" department, a research "staff," and several other departments and titled officials. It is an easy matter for a salesman for this agency to persuade a sales manager to go through his plant, and the sales manager is impressed by the size of the organization; he thinks he would get the combined effort of these thirty-five

JOSEPH RICHARDS COMPANY, Inc.  
247 Park Avenue, New York City

Established 1874

Member: A.A.A.A.; N.O.A.B. Recognition: A.N.P.A.; P.P.A.; A.P.A.; A.B.P.

Personnel: JOSEPH A. RICHARDS, president. Formerly associated in advertising capacities with Waterman Pen Company, Remington Typewriter Co., Victor Machine Co., more latterly has done special work for Mutual Life Insurance Co., Hawaiian Pineapple Co. and others. He was advisory counsel to the Bureau of War Risk Insurance. MILTON TOWNE (director of sales), for thirteen years with the Joseph Richards Company, formerly in banking business. COURTLAND M. SMITH (director in charge of production), for five years with Street Railways Adv. Co., valuable advertising experience in Cigarettes, Lowrey's Chocolates, Packer's Tar Soap; H. O. Food. ARTHUR W. SULLIVAN (director and general manager), for five years to joining the Richards organization advertising manager Vacuum Oil Co. an advertising appropriation of approximately \$500,000. At one time with the production department of the Street Railway Adv. Co. the staff numbers fifty-five. No branches.

as: The Joseph Richards Company is now serving nineteen accounts, which are exclusive, and sixteen of which are active. The oldest of accounts is Tiffany & Co., served by this agency for forty-nine years. Important accounts are the American Saw Mill Machinery Company (13 yrs.), Storage Battery Co. (9 yrs.), Nairn Linoleum Co. (9 yrs.), Passmore & Co. (13 yrs.), F. Berg & Co. (4 yrs.), Millard Co. (4 yrs.), Public Service (4 yrs.), Frank M. Prindle & Co., Veolay Toilet Preparations (4 yrs.), Thibault, Inc. (4 yrs.), Library Bureau (4 yrs.), Tidewater Oil Sales (4 yrs.), Manhattan Electric Co. (3 yrs.), J. B. Williams Co. (3 yrs.).

The agency prepares a questionnaire asking the prospective client certain questions which it needs before undertaking actual advertising. The client such information as he can, and any information he is unable to supply is by the research department of the agency through its investigators. It pays for securing this information since it is for his use and profit, and is in other ways, than advertising. No contracts between client and other than memo agreement that exists only so long as service is satisfactory.

led Data on File With Research Department, Dartnell Corporation, Chicago

EDSON-BRIGGS COMPANY

Established 1921

venue and 21st Street, Cleveland, Ohio

N.O.A.B. Recognition: A.N.P.A.; A.P.A.; P.P.A.; A.B.P.

1: Wm. E. RICHARDSON, RALPH E. BRIGGS. Experience of the executives more than twenty years' specialty and automobile advertising. Staff twenty.

Eight accounts are handled by this agency, including American N. White Co., Long Eakins Co., F. B. Stearns Co., Macbeth-Evans Co.

handled by principals. This agency feels especially equipped and successful in automobile advertising. Con- siderable success of its advertising is due to the fact that it is handled by principals.

# "Who's Who" Among Advertising Agencies

## With Important Data as to the Experience of the More Important Agencies

### For Buyers of Advertising

THE tabloid listing of agencies enables an advertiser to examine the experience of three hundred agencies, and select one or two which are especially qualified to handle his account. Simple tests are given which can be applied to agencies thus selected to determine the ONE BEST agency. A very practical section deals with such problems as the small vs. the large agency; plans for compensating agency; how to get better service from your present agency; how to draw up an agreement with your agent; matter of "extras" on the bill, etc.

### For Sellers of Advertising

PUBLISHERS and their representatives need the new Guide because it gives a lot of information they ought to have in soliciting advertising accounts. It is the only agency list which details the experience of the various agency executives; tells how long the account has been served by the agency; and gives a bird's eye view of the way it does business. With this Guide you can direct your solicitation to men in authority, rather than take a chance that your letters will find their way through a mass of competitors' circulars to someone's desk.

Sent on Approval to any Responsible Concern for \$2.00

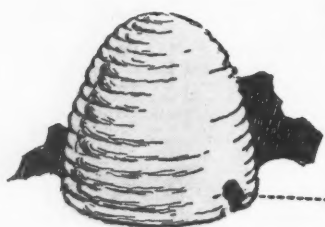
THE DARTNELL CORPORATION, Publishers

Chicago

New York

London





## Making "a bee-line" for actual buyers

**A** valve salesman makes a bee-line for the power plant because the power plant engineer *needs* valves and buys them.

A tool salesman seeks the factory superintendent or master mechanic, for tools are necessary to production.

A coffee salesman naturally calls on the grocery trade, because the housewife buys coffee from her grocer.

A silk salesman knows the dry goods merchant is the outlet for silks.

Calling on trades, industries or businesses which have a known need for a product, is common sense selling.

And it is equally common sense advertising to direct your printed salesmen to these same people, in publications where you can make an intensive *specialized* appeal. This you can do in Business Papers, that are read by executives in those trades or industries which have need for the commodity you wish to sell,—papers that are vital factors in the every day business life of these executives.

Business Papers of the high-quality A. B. P. type are forceful and result producing "members" of the sales staff of practically every successful manufacturer in America.

We shall be pleased to tell you more about Business Papers and how they can be made powerful sales stimulants, at low cost.

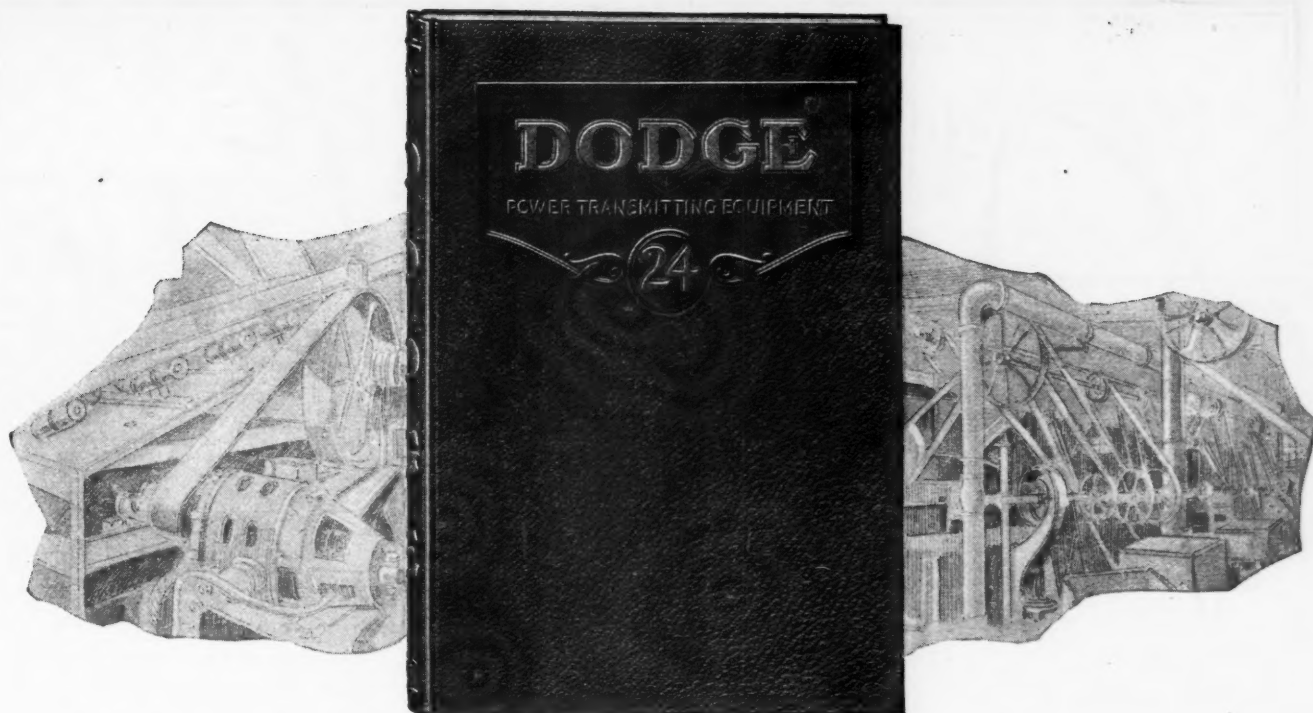
Please write to—

**THE ASSOCIATED BUSINESS PAPERS, INC.**  
Headquarters: 220 West 42nd Street, New York, N. Y.

Over 120 papers reaching 54 fields of  
trade and industry.

**A. B. P.**

"Member of The Associated Business Papers, Inc." means proven circulation, PLUS the highest standards in all other departments.



## *"Making the Wheels Go 'Round"*

**T**HE Ship of Commerce is propelled by sales. And whatever produces more sales helps to make the wheels go 'round.

More than five thousand acknowledgments were received from recipients of the Dodge catalog pictured above. Many of them spoke in highly complimentary fashion of the cover—a Molloy Made product. Its beautiful coloring, deep embossing, and the impression of durability it conveys won immediate commendation from Dodge customers and prospective customers.

When these men are considering the purchase of power equipment, their fingers will automatically seek out the Dodge catalog. It is a book that will help to make the wheels go 'round.

Your new catalog or sales book deserves all the pulling power you can put into it. The character of its cover will have an incalculable influence. Have it bound in a Molloy Made Cover especially designed, beautifully colored, deeply embossed, and with years of service built into its heavy leather-cloth. Such a cover will secure favorable attention for your book, and will insure its serviceability long after its contents are out of date. As to price, the Dodge advertising manager writes:

"We feel that Molloy covers have been a fine investment for us and an interesting fact in connection with them is that the cost was practically the same as for the covers which we have used heretofore."

Molloy Made Covers are made only by

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS  
2857 North Western Avenue

Prospect-Fourth Building, Cleveland  
126 East 84th Place, Los Angeles

300 Madison Avenue, New York  
Carlton Publicity, Ltd., London, England

# MOLLOY MADE

Commercial Covers  for Every Purpose

*Please change  
your records*

# CHEMICAL & METALLURGICAL ENGINEERING

Tenth Ave. at 36th St., New York

effective with the  
March Issue be-  
comes a monthly  
appearing on the  
15th

Final forms close on the 5th day of each month.  
If proofs are to be submitted, copy and cuts must be  
received three (3) weeks in advance of publishing date.



**Subscription Rates:** Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions. In Canada, \$4.25 and \$4.50 in foreign countries. Six months' subscription, \$2.00, for thirteen issues. No two-year or clubbing rates.

**Bound Volumes:** There are thirteen issues to a SALES MANAGEMENT volume, beginning with the first issue of January, and the first issue of July. These volumes, bound in buckram, may be ordered for delivery at the conclusion of the volume. Price, \$5.00, postpaid.

**Back Bound Volumes:** Bound editions of Volume VI, containing the issues of July to December, 1924, and Volume V, containing the issues of October, 1923, to June, 1924, may be obtained from the office of publication, 1801 Leland Avenue, Chicago. Price, \$6.00, postpaid.

**Renewals:** Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

**News Stand Copies:** This magazine is not generally sold through news dealers. For the convenience of subscribers away from the office it is distributed on the newsstands of the principal hotels.

**Closing Dates for Advertising:** Published every other Saturday. In circulation preceding Thursday. First advertising forms close ten days prior to day of issue (forms for issue dated January 10, for instance, close in Chicago January 1st.) Final advertising forms close Monday noon of week of issue.

*Published every other Saturday by*

## THE DARTNELL CORPORATION

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RAVENSWOOD AND LELAND AVENUES, CHICAGO  
Telephones, Ravenswood 0365 and 0367

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M. D. ASPLEY - - - - - Secretary  
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C. E. LOVEJOY - - - Asst. Adv. Manager  
J. E. WEST - - - - - Manager Service Sales  
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P. S. JAYNES - - - - - Staff Representative

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Telephone, Vanderbilt 3614

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M. V. REED - - - - - Asst. Manager  
E. D. GOODELL - - - - - Staff Representative  
SIDNEY C. FLANIGAN - - - Staff Representative

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150 SOUTHAMPTON ROW, LONDON, W.C.2  
Telephone, Museum 8596

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A. T. TURNER - - - - - Representative

TORONTO - - - - - W. A. LYDIATT  
27 Wellington Street, E.

MELBOURNE (AUSTRALIA) - T. C. LOTHIAN  
497 Collins Street

Member Audit Bureau of Circulation  
Associated Business Papers, Inc.

# Sales Management

*Published Every-Other-Saturday for Those  
Marketing Through National Sales Organizations*

VOLUME EIGHT

Established 1918 by The Dartnell Corporation

NUMBER FOUR

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*Edited by John Cameron Aspley*

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NEWS EDITOR

A. R. HAHN  
DESK EDITOR

*Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879  
Copyrighted 1925 by The Dartnell Corporation. Printed by The Dartnell Press*

# Reward In Prize Fighting

means the ability to make good impressions in three colors, black and blue and red—and to make them quickly and in the right place. Occasionally, a yellow streak is also in evidence. Reward in advertising means much the same thing, except that the colors are neither specified nor limited as to number.

Present business conditions brook no love-feast methods. Advertising is on its mettle. The time for action—intelligent sustained action—is now. Work with us and you will work hard. The pace is not slow. But the results we achieve are worthwhile.

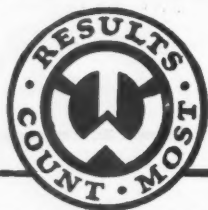
## Work

Here we work in advertising, not at it. To know people, to know them in groups of hundreds and of millions, to resultfully appeal to their most vulnerable sensibilities through a printed page is part of our craftsmanship. Without big promises we have won the confidence and the business of a number of substantial companies. Advertisingly we are fighting for them and with them.

## A Clue

If you believe that your market should absorb more merchandise bearing your mark—if your per unit sales cost must come down and a rising volume ensue—then investigate our unusual service. What we are doing for others is a good clue for you. A request for an informal discussion—in your office or ours—implies no obligation on your part. We shall do our best to make the time you spend profitable to you.

**Turner-Wagener Co.**  
Business-Building Advertising  
400 N. Michigan Ave., Chicago



"A good advertising connection will help you make your dollar go farther, but not so far that it will never come back." J. H. T.



—Courtesy, The Pullman Company

RALPH STARR BUTLER has resigned as advertising manager of the United States Rubber Company, and has become associated with The Barrett Company in New York City. His new work will not be in connection with advertising. He has also resigned as vice president of the Association of National Advertisers and as a member of the Board of Directors of the Audit Bureau of Circulations.

WILLIAM F. EARLS, for the past four years assistant advertising manager, has been placed in charge of advertising in the general division of the United States Rubber Company. GEORGE N. WALKER continues in charge of advertising in the tire division of the company.

LOUIS C. SMITH, assistant sales manager of McKesson & Robbins, Inc., New York, is now general sales manager of J. F. Devine Laboratories, Goshen, New York.

RALPH WINGATE, KNOX has been made New York manager of the Diamond State Fibre Company. Mr. Knox until recently was with the George Batten advertising agency, and previously was associated with the Fairbanks Scale Company, the Loose-Wiles Biscuit Company, the American Chicle Company and the Columbia Graphophone Company.

FRED D. MORGAN, formerly assistant secretary of the Buffalo Specialty Company, makers of Liquid Veneer polishing products, has been made general manager succeeding W. A. GAUSE, who resigned to join the Kemazone Laboratories, New York, in an executive capacity.

E. P. GROS, of the Postum Cereal Company, New York, has joined the Beech-Nut Packing Company, Canajoharie, New York, as sales manager for Beech-Nut Coffee.

The Icy-Hot Bottle Company, Cincinnati, has been consolidated with the American Thermos Bottle Company, New York. E. W. EDWARDS is the new president.

RALPH E. BRIGGS has resigned as president of the Richardson-Briggs Company, the Cleveland advertising agency. HOWARD PARKER, formerly sales manager of the Macbeth-Evans Company, Pittsburgh, will be associated with Mr. Briggs in Chicago.

C. E. GOUGH has resigned as sales manager of Selz, Schwab & Company, Chicago, makers of Royal Blue shoes, to take charge of the Detroit office of the Peters branch of the International Shoe Company of St. Louis.

The Campbell-Ewald Company, Detroit advertising agency, has added NORMAN CRAIG, A. K. HIGGINS and H. L. TOWLE to its New York staff. Mr. Craig, who will have charge of the management of the New York office, was for fifteen years engaged in sales work with Armour & Company, sales director of the Aluminum Castings Company, Cleveland, and later in advertising agency work.

JAMES MCCLYMOUNT has resigned as director of sales of the electric appliance division of the Savage Arms Corporation, to become vice president and sales manager of the George W. Dunham Corporation, Utica, New York, manufacturers of electric clothes washers and other electrical labor-saving appliances.

At the annual meeting of Taylor, Wells, & Company, wholesale merchant tailors, G. R. GREENMAN, general sales manager, was elected vice president.

The Stedman Products Company, South Braintree, Massachusetts, manufacturers of reinforced rubber flooring, announces M. A. TURNER as vice president in charge of sales, to succeed P. S. BUSH, resigned.

C. H. VAN PELT has been made sales and advertising manager of the Cincinnati Ball Crank Company, succeeding V. A. DAVISON, who has become affiliated with the General Motors Export Company.

H. A. BROWN, JR., general manager of sales of the Hyatt Roller Bearing Company, has appointed P. C. GUNION, for six years advertising manager, to a place on the sales board. The Hyatt sales board is composed of the general manager of sales, his assistant, the advertising and research manager, and the three sales managers in charge of the automotive, farm machinery and industrial divisions.

I. J. REUTER, formerly head of the Remy Electric Division of General Motors, has been made vice president and general manager of the Olds Motor Works.



## Saw Teeth and Selling Sense

Some forty years ago, a man invented a saw-tooth bread-knife. It was a good tool to have in the house and he knew it. His capital was limited and he had his knives made a gross at a time. With a satchel full of them, he rang door-bells from sun-up until twilight. Sales averaged ten a day—two dollars a day profit. It took him ten years to get distribution through hardware stores.

Today he would sell his invention to somebody with capital who would make bread-knives by thousands. The endorsement of Good House-keeping Institute would make merchants and more than a million women want them. Good House-keeping would ring the door-bells and tell house-wives where the knives could be had. That is what this high-powered canvasser does all the time for 765 advertisers who say it does a good job.

## GOOD HOUSEKEEPING

More Than a Million Readers

More Than a Million Buyers





## *No Medium Like The Newspaper and No Newspaper Like The Detroit News*

**T**HE newspaper is the one medium which every man or woman must of necessity read. It neither is pushed aside to be read for entertainment, only, at some later day, nor does it meet an occasional glance, merely, while engaged in some other occupation.

### *Enters the Home*

The newspaper enters the home where it has a function to perform. No citizen can be without it. It is the average man's guide in public and civic affairs; it keeps him in touch with the world and his fellow men. The housewife relies on it to keep her informed on store offerings. By her the newspaper advertisement is read with as avid interest as the latest social affair of the season. It influences her buying; it puts certain foods on her table; it causes the breadwinner to drive a certain type of car and to clean his teeth with a certain type of tooth brush.

Particularly is this true of newspaper advertising in Detroit, where a copy of The News is delivered to 90% of the English-speaking homes. With more than 285,000 circulation week days or Sundays, the largest circulation in Michigan, The Detroit News covers thoroughly all of Wayne and border counties containing one-third of the total population of the State, and 52% of the taxable wealth.

### *Covers City Thoroughly*

No other newspaper in a city of Detroit's size or larger covers its territory so thoroughly. For that reason it offers advertisers an opportunity for economical selling through advertising available nowhere else. That advertisers are well aware of the advantages of the Detroit market and The News is evidenced in its leadership in all America in total advertising during 1924 with 30 million lines—the greatest advertising volume in the history of journalism.

# **The Detroit News**

**FIRST NEWSPAPER IN AMERICA IN TOTAL ADVERTISING**

# Sales Management

*A Dartnell*  *Publication*

Volume Eight

Chicago, February 21, 1925

Number Four

## Sales Tactics That Put a Slipping Territory On Its Feet

Spectacular Stunts Have No Place In Our Sales Program,  
for Stunt Selling Is Usually What Ruins Good Territories

*By H. E. Waldron*

Vice-President and General Sales Manager, W. A. Sheaffer Pen Company, Ft. Madison, Iowa

**A**LTHOUGH there isn't a territory in the country today where our sales are slipping, I am frank to say that there have been many times when some of our territories have seemed to be on the toboggan. In fact three of our very best territories at the present time were once looked upon as "jonahs."

I have in mind right now two western states. Several years ago we noticed a marked increase in the number of delinquent accounts in these two states. Dealers were slow in paying, sales were unsatisfactory—that is, repeat sales, and we were receiving all sorts of complaints from dealers who had purchased our line. When our credit department took hold of the situation, we learned some surprising things.

Everything pointed to a salesman we had sent out to these two western states during the previous year. This salesman sold us his ability—or rather his alleged ability. He was an enthusiastic fellow, and we felt that he was the right man to develop this territory. His references seemed all right and when we hired him we sat back and congratulated ourselves. Orders started coming in soon after he reached the territory. As I said, everything looked fine

until time came to collect. At that time we were selling our merchandise on longer terms than we allow at present, so we were slow in sensing that anything was wrong.

When we investigated this territory we found that the salesman had made an effort to sell our merchandise on the terms which we laid down. Our terms are the same to all dealers.

### Repairing the Damages

We have certain inviolate policies from which we never deviate, if we know it. But when this salesman found that he could not sell a satisfactory volume of merchandise on our terms, he sold on the dealer's terms. In one case he would assure a dealer that the goods could be returned for credit if sales were not satisfactory. In another case he would explain that we wouldn't crowd a customer for payment if the goods were not selling satisfactorily. In still other cases he made other allowances and deviations from our established terms. When the facts were placed before us, we quickly put another salesman in this territory.

He was to receive a certain salary and a bonus on sales over and above a certain amount. We deliberately chose a slow, thorough, conscientious man who was more

of the builder type than the "born" salesman type—if there really is such a thing.

It didn't take him long to realize that the previous salesman had left a trail of grief. He found the dealers sullen and resentful towards us. They felt that we had misrepresented the facts—that we had deliberately tricked them into buying. Naturally this salesman found the going difficult. In fact he became discouraged. He wrote that he couldn't possibly sell enough to earn any bonus and that without the bonus he couldn't live. We agreed to add fifty dollars a month to his actual salary if he would stick on the territory and fight it out. We saw that these two states were in danger of being forever ruined as markets for our products if we let things go on as they had been going.

The salesman agreed to stick. The first year he didn't sell enough to earn his salary. We lost money on both states. The second year he doubled the first year's sales. The third year he doubled sales again. Today those two states are very close to the top and the salesman is earning nearly three times as much as we originally agreed to pay him.

I suppose there would have been other more spectacular ways to

pull this territory out of the mud. We could have taken back all the distress merchandise which the salesman sold at first. We could have spent a lot of money in advertising in those two states. In fact, there are dozens of spectacular things which we might have done. But we feel that it is spectacular stunts which make certain territories "jonahs" instead of producers. So we steer clear of temporary methods of bolstering up sales.

The second salesman who pulled the territory out of the hole and made it one of our best was the only type of man who could have done the job for us. A brilliant, high pressure, impatient sort of a fellow would merely have aggravated conditions, although by selling a certain number of new dealers he might have been able to show a satisfactory amount of sale for the first year—but that, doubtless, would have just brought down the wrath of a new group of merchants on our heads.

#### Poor Selling Makes "Jonahs"

So it has become a permanent policy with me to look to the man when something goes wrong in a territory. Our policies and methods have been so thoroughly standardized that we can see no reason for a territory's slipping if our policies have been carried out.

When a territory starts to go bad it is usually the result of impatient salesmanship, which is striving to double sales over night. Many short sighted policies can bring this about. For instance, if you crowd a salesman for business, he is naturally going to overload a lot of dealers. We have an ironclad policy which prevents us from taking back any merchandise. When our line is sold to a dealer the merchandise belongs to him. Under no circumstances is it ever put out on consignment. But when a salesman is being pressed for sales he is apt to make all sorts of special concessions without our permission. Too many salesmen depend on their own personality to patch up difficulties arising out of impossible promises they make. But dealers are in no mood these days to stand for unkept promises.

As I said at the beginning of this article, we have three leading

territories today which once were in bad shape. Without exception these territories started to slip because our policies had not been carried out. The salesmen started out with the idea of selling a few pens and pencils instead of selling our company, its policies, methods and ideals.

Almost any salesman can go into a store and sell an order of a hundred dollars or so simply by showing the merchandise. He can hurry along over a territory and by selling the easy ones here and there, make enough sales to make a fair showing the first year. Then his grief starts. The merchandise may not have moved, sales may have been slower than he predicted, and there will be no repeat orders to speak of. Competitive conditions may have been stronger than he figured on. When this happens any territory is in danger of "going bad" and becoming a "jonah."

In all our sales work we strive to prevent selling of this kind, for bitter experience has taught us its costs. I might say that the prosperity of any territory depends on whether or not our policies have been carried out. One of the surest ways to ruin a territory is to turn it over to a salesman and let him handle it as he thinks best. What is more, he will fail and leave a trail of grief to be remedied by his successor.

#### Salesmen Sell House Policies

We make a special effort to train salesmen in our own methods of selling. We have to educate them to forget the size of first orders and to sell every dealer on the idea of making a certain definite amount of profit out of our merchandise. We tell our salesmen to go in and explain our plans and policies. He must show the dealer why our policies insure him a real profit. He must explain our reasons for not selling mail order houses and premium concerns, why we refuse to sell through jobbers, why we will not under any circumstances sell on consignment or special terms.

We equip all salesmen with a chart showing a comparison of our policies with other concerns in the same field. This chart and other material outlining our policies must be explained in full before

the salesman says anything about an order. When he has explained our policies, then it is time to begin thinking about an order. But before he asks for the order he must show the dealer what profit he can expect to make out of our line. Then he can say to the dealer honestly, "I have shown you what you can do with this line—it will be necessary for you to invest \$500 (or whatever the amount is) in our merchandise."

If he has sold our policies, as we expect them to be sold, the dealer will be glad to permit our salesman to make the assortment. If he has failed to sell our policies, even though he may obtain an order, it is not at all unlikely that the account will fall short of being a good one.

#### Good Men Make Good Territories

Sometimes I think we sales managers of concerns who are big advertisers put too much confidence in advertising and promotion work and depend too little on the men in the field. What good is the best advertising in the world if a territory is being abused by a short sighted salesman? What good is the best merchandise in the world if the dealers are not enthusiastic about it? In any territory where most of the dealers are only half sold, all the advertising in the world isn't going to make that territory a success; so, after all, conditions in any territory are a direct reflection of the man you put in it.

We are constantly tightening up on the qualifications for new salesmen. Men who would have satisfied us a few years ago cannot pass muster today. Because a territory is in good shape, as all ours are at the present time, is no reason for slackening our rigid requirements and putting in low-grade men to start the territory towards becoming a "jonah."

One of the best tests of a salesman is the number of delinquent accounts in his territory. Watch the slow pay accounts and you'll have a good barometer of conditions in that territory for the future. When merchandise has been properly sold it is going to be paid for without delay. It is the half sold merchant who doesn't pay his bills promptly.



# Selling a Car a Day

A Nash salesman tells how he sold sixty-four cars in sixty days and a Studebaker salesman explains his methods in selling twenty-nine cars in one month

*By Eugene Whitmore*

**W**HEN I asked F. F. Knetzer, leading salesman for the Chicago Nash Company, and holder of the national Nash sales championship for 1924, what he does that the average automobile salesman doesn't do, he said:

"The average automobile salesman doesn't know his merchandise—he makes too many statements which the prospect doesn't believe. Instead of backing up every statement with proof, he leaves the prospect in a hesitant, half-convinced frame of mind. And then he waits a week or two before he makes the next call on his prospect.

## Prospects Must Not Lag

"In my work I never let a prospect lag over a day. If he leaves the sales room today and asks me to get in touch with him 'next week some time' I find a reason for calling him tomorrow. Letting a prospect get cold loses more sales than any other one thing in the automobile business."

Knetzer's claim to distinction as an automobile salesman lies in the fact that he has been at the top of the list of Chicago Nash salesmen for 1922, 1923 and 1924. In 1924, during a contest participated in by every salesman selling Nash automobiles in the United States, Knetzer won four prizes—the grand prize and three other prizes. He sold sixty-four cars

in sixty days, and delivered fifty-eight of the sixty-four. This is more than one car for each working day of the two months' period.

Before he entered the automobile business, Knetzer was a retail clothing salesman in the M. L. Rothschild store of Chicago. He didn't know a steering knuckle from a carburetor, as he puts it. But the first thing he did was to start in and learn every nut, bolt and screw in the car. Then he spent some time in the factory, learning more about the cars, and how they were made. He started out to sell cars in 1920. By 1922 he was at the top of the list and has held his position every year.

Knetzer's account of an unusually difficult sale made to a man in the steel business will give an idea of how he works. This man knew what sort of steel a great many automobile companies are buying. He was skeptical of every statement Knetzer made.

"It required several months to convince this man," explained Knetzer. "When I told him that the Nash car had the strongest cylinder head of any car made, except one other, he wanted to know what other car I referred to. Then he refused to believe my statement about the cylinder head. I had to take him to the shop and show him just what I meant. Still he



"I work with one idea in mind—that every man who comes here to see our cars wants to buy"—F. F. Knetzer

hesitated. He thought he knew all the so-called tricks in selling automobiles and was determined to know every feature of the car he bought.

"I kept after him constantly. Finally I sent to the factory and obtained a chemical analysis of our steel and showed it to him. But this was only the beginning. He objected to the upholstery on the car. I took him to the shop again and showed him an upholstery job which had been ripped open. I let him see everything that went into the upholstery. As this man had no old car to trade in, my problem was simply one of convincing him that my original statements were true.

"Time and again I tried to close. Each time he brought up some new objection. Once in a while I would have to fall back on some mechanical man for more information. But I never gave up. Sometimes I wonder if some of the competitive salesmen who were after this prospect didn't get tired and give up and leave the field open to me.

#### **Closes Deals Promptly**

At any rate, I finally closed the deal. It taught me a lot: first, never to give up; second, never to make any statements to anyone that you can't back up with proof; and third, the value of knowing what is under the hood, what is under the cushions and every feature of the mechanical construction of the car."

In spite of the time required to close this sale, Knetzer doesn't waste any time in closing. He feels that a demonstration ride and a thorough explanation of the car's features are enough to warrant him in asking for an order. "I consider every man who comes in the front door a 'hot' prospect. Many salesmen answer a man's questions, tell him the price, and then wait for the prospect to prove that he is ready to place an order. I work with one idea in mind—that every man wants to buy—and that no man who comes down here to see our cars does so unless he is ready to be sold. When you get this idea firmly implanted in your head you're going to turn a lot of lukewarm prospects your way.

"The time that some salesmen waste is a fright. During the

automobile show we had lots of prospects' names given us by visitors. Before I made any demonstration calls on any of them, I verified the names and addresses. I found that many of the names given us were fictitious. Some of the other salesmen went on all sorts of wild goose chases trying to find people who simply didn't exist, because they didn't bother to verify names and addresses."

Knetzer is proud of his clientele of customers. When he won the four prizes during the sales contest last year he wrote and telephoned his entire list of old customers. Nearly half the sales he made during this contest came from leads given him by his friends who had bought Nash cars from him. He says that about forty per cent of his present business comes through old customers who pass along names of prospects to him.

"Right now I am preparing to go and close a deal with a man whose cousin has a car I sold. This man was sent to me by a friend who told me that the cousin and himself were both boosting for me," Knetzer explained during the course of my interview with him.

"This man," he continued, "has an old Templar car for which we can allow him but \$100. Against this another company has offered him a \$450 allowance for his old car. But a few minutes ago the prospect's best friend—who drives a Nash—called me up and told me to stand pat, that I would close the deal. I know I will, too, for I've shown this man that my competitor is asking him to pay \$700 more for a car of similar value, just to save \$350 on the trade in allowance. That's what it amounts to."

#### **The Importance of Re-Selling**

While the writer was talking with Knetzer, a Nash driver came in and said:

"Say, what's the matter with these Nash cars? Last summer I drove through the Rockies out of Denver in a Nash car. The darned thing was only six months old, yet it boiled out the water every half hour. I spent half my time running to mountain streams dipping up water to refill the radiator."

"There is no possible way for a Nash to overheat. In fact some

people say the Nash is too cool, if anything," said Knetzer. "Are you sure there is no leak in the radiator?" he questioned.

"Why, no, there wasn't any leak—I'm sure of that."

"Well, how about the fan belt—was it slipping?"

"I never thought of that," confessed the driver, who by this time was beginning to back down.

"Now let me show you how the Nash cooling system works." And then Knetzer went on to explain in detail just how the Nash engine is cooled. Before he had finished, it was easy to see that the driver's doubts were conquered. He was again a Nash enthusiast. That seems to be Knetzer's method of keeping his clientele sold; it is his way of keeping a live list of prospects at all times, for when a buyer is thus re-sold on a car, he is almost sure to pass along a hint that a neighbor, a friend or a relative is in the market for a new car.

#### **Another Unusual Record**

J. S. Deutsch is another automobile man who holds a record to be proud of. Deutsch is a representative of the Studebaker Corporation and his best record consists of selling and delivering twenty-nine cars in thirty days. This month was known as Erskine month, in honor of the head of the Studebaker enterprises. Deutsch started the month with a quota of twenty-six cars. On the twenty-eighth day of the contest he was seven cars behind his quota, having sold but nineteen cars so far during the month. That day he was out at seven o'clock in the morning, calling on a carefully compiled list of prospects he judged were about ready to close. By night he had closed seven of his prospects and completed his quota.

"When I started that morning I had determined not to stop until my quota was made. I didn't want any loose ends left to gather up on the very last day. The seven cars were sold to seven individual prospects, although in one case I sold three cars during one talk. In one department store I had three buyers all ready to close. I induced them all to listen to me at

*(Continued on page 344)*

# How We Solved the Price Problem in Selling to Department Stores

Buyers Forget to Haggle About Prices When We Show Them How to Add Profits to Straggling Departments

*By George F. Earnshaw*

President, Earnshaw Sales Company, Chicago

ONE of our salesmen was visiting a baby department in one of the leading middle west stores. He noticed what seemed to be an unusual activity in the department. When he greeted the buyer he didn't start right in trying to sell our garments. He wanted to know why business seemed so good.

"Why, we are running a big sale of children's rompers," answered the buyer. "Greatest sale we ever pulled off. The women are coming in by the thousands, and business is booming."

Now if this man had been an ordinary salesman, he wouldn't have pursued his inquiry any further. He would have started in to sell our line—Vanta Baby Garments. But he happened to be an extraordinary salesman.

"Where did you buy these rompers?" was the next question that our salesman shot at the buyer.

"And how much advertising did you do? Can you give me a copy of

the advertisement you used?"

Not until the salesman had obtained all the information about the sale of rompers did he start to talk his own business. That night when he returned to the hotel he wrote a letter to the office telling us about the romper sale. With his letter he enclosed a copy of the advertisements used to promote the sale.

When we received the salesman's letter we immediately wrote the local newspaper for extra copies of the advertisement. Then we wrote the manufacturer of rompers for prices and suggestions.

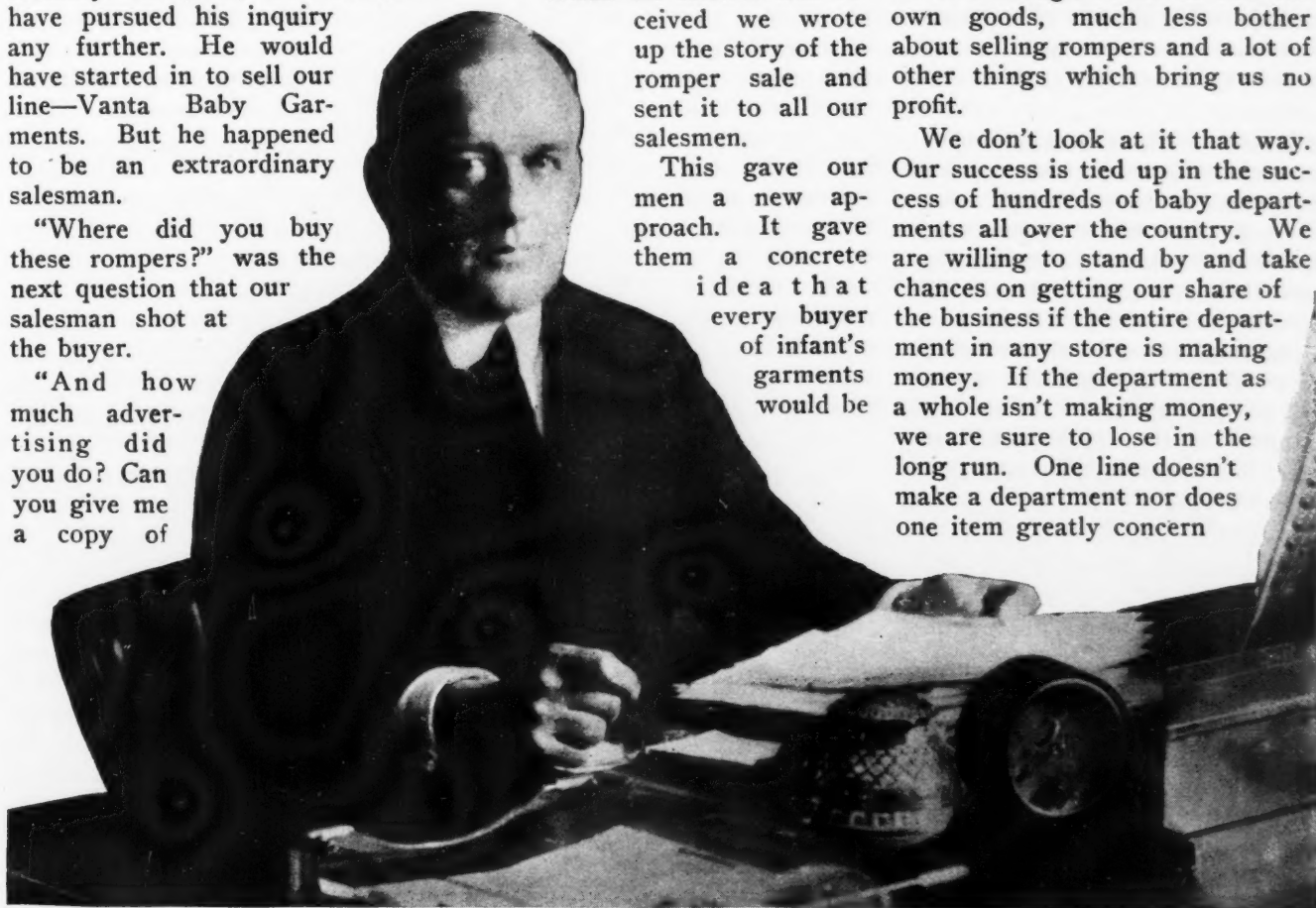
When his answer was received we wrote up the story of the romper sale and sent it to all our salesmen.

This gave our men a new approach. It gave them a concrete idea that every buyer of infant's garments would be

interested in. True, it might not sell any garments that we manufacture, but it will increase the total sales of the baby department, and that's what we are interested in.

With this information in his hands our salesman can go in to see the buyer in any baby department and find an instant welcome. We manufacture no rompers. Selling rompers is not our business, and some manufacturers or sales managers whose viewpoint is limited, might say that we are fools to promote the other fellow's business. They might even ask if we haven't enough to do to sell our own goods, much less bother about selling rompers and a lot of other things which bring us no profit.

We don't look at it that way. Our success is tied up in the success of hundreds of baby departments all over the country. We are willing to stand by and take chances on getting our share of the business if the entire department in any store is making money. If the department as a whole isn't making money, we are sure to lose in the long run. One line doesn't make a department nor does one item greatly concern



"Without a program of child welfare service, without having educated store owners to develop infant departments, we would still be floundering around trying to introduce our merchandise into departments where it would be placed in the background and little, if any, effort made to dispose of it"—George F. Earnshaw



any buyer, particularly if that line or item isn't one that runs into a big volume.

The romper incident is one of many similar ones which could be recounted here. But it serves to show how our sales department is operated. Our line is far higher priced than any competitive line. It is never sold on a price basis. We are never interested in making up garments to match the price ideas of some buyer. Naturally then, we must show the buyers how to sell our line at our prices.

In building up a reputation for selling on a one-price basis, and not making goods to meet buyers' ideas of quick selling price items, I have always refused to allow my salesmen to say to a buyer, "I'll take that up with the house." We are always beset by buyers who want end-of-the-month terms, who think they are entitled to special concessions, who want advertising allowances, special demonstrators, and goodness knows what. I suppose every house is pestered with the same or more or less similar requests.

#### Where the Salesman is Judge

When one of these requests comes to me I refer it back to the salesman in the territory. Of course I write a courteous letter to the buyer, explaining that the salesman is in full charge of the territory, and is thoroughly familiar with our policies, which are never altered. Often I write the salesman when one of these requests comes from his territory, and tell him that it is a reflection on his supply of backbone when a buyer tries to go over his head to obtain special concessions.

Not long ago I had a letter from a buyer who insisted on a concession in terms. I wrote the salesman and told him how easy it would be to dispose of this request in person instead of offering to take it up with me. "Why, you can say all sorts of things to a man's face that I can't say in a letter," I wrote. "You know in advance that I am going to turn him down. Now when he gets my letter saying 'no,' a dozen things may have happened to put him in a bad frame of mind. His wife may have burned the toast; he may have been late to work, and

passed the boss as he came in; his best clerk may have resigned, or sales may have been low the previous day because it poured rain. So when he receives my letter containing a turndown he may throw it in the wastebasket and vow that he'll never give us another order.

"But if you are there in person, nine times out of ten you can kid him out of his request. One of our men answers these requests for special concessions by saying, 'And how many shares of the company's stock do you want us to throw in for good measure?' And usually he gets away with it. But what would happen if I wrote such a question in a letter? The letter would make the buyer furious, whereas your joking question would show him how unreasonable his request really is."

#### Salesmen Have Authority

When you write a salesman in this vein he appreciates your confidence in him. I have learned from experience that the only way to build backbone in salesmen is to saddle them with authority. Salesmen who are trained to take up everything with the home office never develop any courage, or any ability to handle promises such as this that come up in every day's work. So I tell them that there is only one answer to every request. If the request is right, the answer is "yes." If it is wrong, the answer is "no." When salesmen understand this policy you have gone a long way towards being able to sell your line at a fair price.

Educating salesmen to stick up for prices, and teaching them that there are no left hand concessions or inside prices isn't enough. We have found that it is necessary to keep on doing things that will build the entire department in which our goods are sold. We have constantly urged department stores to hold baby shows, health clinics and better baby weeks. Some of them followed our advice, but most of them neglected this wonderful opportunity to bring mothers to their stores. I decided to put on a baby week in one store that would convince the buyers that it could be done in a big way. I went to Omaha and obtained

the cooperation of the health commissioner. A number of women's clubs acted as hostesses. A trained nurse was in the department at all times. The entire furniture department was devoted to the baby show. The newspapers took up the idea and gave the store a world of publicity. Prominent medical men delivered lectures in the department. Mothers came in by the thousand. Sales boomed. We then had actual proof of what could be done when a baby week was properly carried out. Other stores took up the idea. Hundreds of stores learned how to stimulate sales in this department which had been overlooked in the past. Instead of promoting our own merchandise, we promoted an entire department and took our chances on being able to obtain a fair share of business on our line.

Right now our entire sales promotion plan is centered around a campaign which is called the "One in Twenty-one Crusade." Infant mortality in the United States is one in fourteen. In New Zealand it is only one in twenty-one. So we are backing the crusade in this country to reduce infant mortality to at least as low a percentage as prevails in New Zealand.

#### The Promotion Campaign

The first step in promoting this campaign is the sale of three books relating to infant welfare. Every buyer who visits New York during the market season will be asked to buy a minimum of one thousand of each of the three books, at \$20 a thousand, or \$60. Each buyer who places an order for the books will receive a button which automatically enrolls her in the "One in Twenty-one Club" for infant welfare.

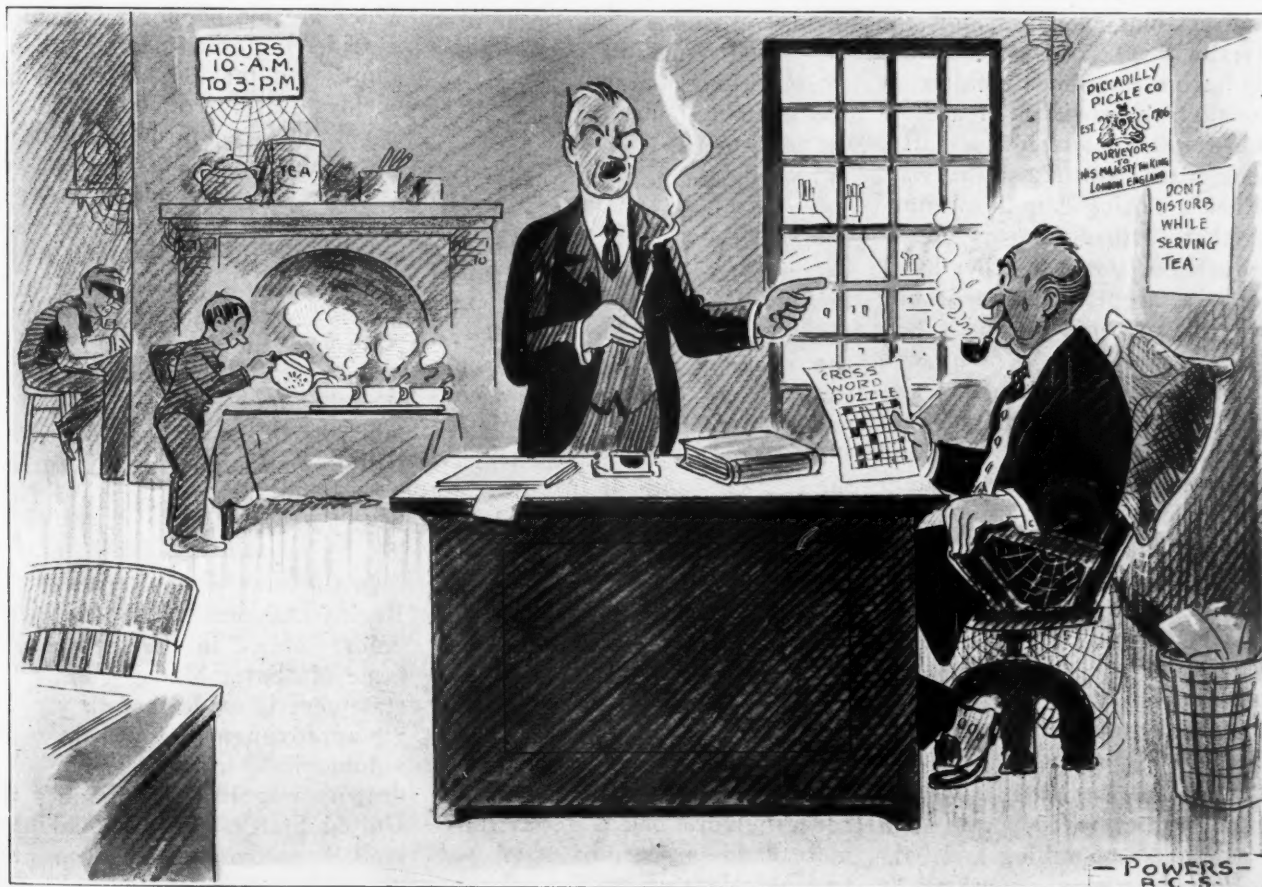
The books will be on sale in every sales room in the infant wear industry in New York. There are more than one hundred and fifty manufacturers who are cooperating. The culmination of the campaign will come in May when Baby Week will be observed all over the country. May Day will be designated as Baby Day, and stores everywhere will have special programs in the infant wear departments.

*(Continued on page 350)*

### *A British Conception of an American Sales Manager*



### *An American Conception of a British Sales Manager*





## A Million



A replica of a double page advertisement to appear in

## Housewives

*Read the Gold Medal advertisements in the Saturday Evening Post*

Some of these housewives live in your territory—are your prospects.

If these women who dictate the family food purchases have confidence in bakers and bakery products they will more readily follow their suggestions, give up the work and worry of home baking and buy your baked foods.

That is what we both want. Our Saturday Evening Post advertising is our effort to that end. We hope you will directly profit by it.

Use our advertising in your sales effort. For practical suggestions write our Bakers Service Department, Minneapolis, Minn.

Quality alone justifies advertising and selling effort.

Quality products only come from quality ingredients.

Gold Medal Flour is

Milled for *Performance not Price*

**GOLD MEDAL FLOUR**

WASHBURN-CROSBY COMPANY



Northwestern Miller, Jan. 21; Modern Miller, Jan. 21; Bakers Weekly, Jan. 21; New South Baker, Feb. 1; Bakers Weekly, Feb. 1; Bakers Review, Jan. 21, 22.

The business papers are used to merchandise the general campaign

## An Advertising Portfolio That Fits the Pocket

How Washburn-Crosby Make It Easy For the Salesmen to Merchandise Current Advertising

IN a good many advertising departments (and a good many advertising agencies, for the matter of that), copy for the trade and business publications is in somewhat the position of a step-child—receiving attention after other matters are out of the way, or when a closing date is so imminent that further delay is out of the question. On the other hand, there is a large and an increasing number of concerns who plan their business paper copy to fit in with a general, unified plan of campaign, and prepare it in advance with the same careful attention that is given to the consumer advertising.

The Washburn-Crosby Company, for example, in a recent booklet issued to its salesmen, says: "Our trade paper advertising for the current crop year has been prepared with unusual care and pointed toward a very definite objective.

"As the largest millers, we feel a responsibility to cooperate with the publishers of milling and baking journals who are working to

improve conditions in these trades. Having contracted for space with them, we believe it should be used to carry a definite, coordinated message to readers, among whom are numbered many if not all of the leading bakers."

The booklet in question is entitled "Gold Medal Trade Paper Advertising for 1924-1925" and contains reproductions in color of no less than thirty-nine separate pieces of copy. The idea back of the company's current consumer campaign is to increase the consumption of flour by stimulating the sale of bakery products. As the company puts it in one of its trade advertisements: "We try to help our customers to prosper, not because of philanthropy, but because more bread means more flour.

"We are in business to make a profit. The more flour we sell, the more profit we can make. To sell more flour we must work with bakers to increase their business, because more baked goods mean more flour—a share of which will be Gold Medal Flour."

In a number of the advertisements the company reproduces its "Saturday Evening Post" back covers, and calls the attention of the trade specifically to the idea that is back of them, urging bakers to display reprints during the week the insertion is scheduled. Some of the advertising is frankly institutional in character, and some is designed to bring inquiries into the company's Bakers' Service Department. All of it, however, is aimed at the definite objective set forth in the paragraphs quoted above, and all of it prepared far enough in advance to make it possible to place the whole campaign in the hands of the salesmen beforehand.

The booklet as a whole affords a rather impressive exhibit of what may be done to make trade paper space effective as an integral part of a general campaign.

### Portfolio of Usable Size

One trouble with many attempts to give the salesman some method of showing the advertising is that the advertising portfolios are made so big and bulky that the salesmen often need wheelbarrows to transport them from store to store. Hardly a salesman but who has received advertising portfolios which are too big for a brief case, a trifle too small for a special trunk, and far too large and unwieldy to carry conveniently.

Yet this Washburn-Crosby booklet seems to tell its story as well as most portfolios many times as large. Mere size and bulk isn't always the thing that puts over a message; while it may often make a small campaign look larger to "doll up" the proofs in an enormous portfolio, we doubt if any of the big ones are really used as much as this pocket size portfolio will be used during the current advertising campaign of Gold Medal Flour.

In the story entitled "Jewel Tea Begins Advertising to Back Up Sales Force," in the February 7 issue of "Sales Management," the statement is made that they operate approximately eleven thousand automobile trucks and horse drawn wagons throughout the United States. This should have read, "approximately eleven hundred."



# What Our Men Must Do Before They Ask for An Order

Sales Planning and Research Work That Get Our Men Past the Purchasing Agent and Into the President's Private Office

By *W. L. Batt*

President, SKF Industries, Inc., New York City

**C**REATIVE selling is nothing more nor less than helpful selling. It is based upon assistance to the man to whom the sale is to be made. Much of the marketing of ordinary products seems to me to be so completely aimless. It may be an unfair criticism to say that the average salesman in past years has gone into the average prospect's place with only a vague idea as to what that man's business was.

I venture to say that even today too much of our selling is entirely selfish; that the primary object in the minds of too many of us is merely to serve our own interests. I don't believe successful selling can be conducted on that basis.

Let me tell you something of our sales work in connection with the approach of our men to specialized industries.

Suppose that we want to approach the makers of paper machinery, as was the case some years ago. These people knew nothing about ball bearings and we have some fifty salesmen over the country, none of whom knew anything at the beginning about paper making machinery. Suppose that we were to adopt the conventional method. Our representative would probably go in quite ignorant of the problems of paper machinery. The objections that water, acid, and what not would immediately cause failure of ball bearings are so obvious that if our men have no real ammunition, they are beaten at the beginning. So we don't start out on that line at all.

What we did was this: We prepared for the confidential use of our men, a complete analysis of

From an address delivered before the Industrial Marketing Conference of the McGraw-Hill Organization held recently in New York.

paper making machinery, taking up each of the principal divisions of that machinery in great detail. We held a sales conference before we ever approached the paper field, where we tried to educate our men on paper making machinery. Amongst the people who spoke to us we had a man who knew paper making machinery thoroughly; we had all kinds of

to be raised could be, and had been, successfully met.

Having laid out that general campaign of education of our own men, we were then ready to begin to try to sell ball bearings in the paper field. We had gone to the user of paper making machinery and had learned what were his most prominent everyday problems. When we were finally prepared to meet those and our men could talk intelligently on the subject, then we were ready to go to the manufacturer for the first time. This was not a question for the purchasing department; the question of price didn't enter in; the question of competition of our bearings with others didn't enter in.

We did not care for the moment, whether there were no other manufacturers of ball bearings or whether there were many. We were preparing to render a service in the paper making field. We could explain in detail how the paper maker could expect to benefit by it; just what he could expect to get out of it in increased output and decreased maintenance costs. That strikes a very receptive chord on the part of the engineering and sales departments because that is the problem they are up against.

We have learned the problem so far as we could from the user; we have attempted to supply a solution for it, and therefore we usually get an extremely receptive ear. Then, of course, when we have their cooperation and support, the routine through the purchasing department takes care of itself.

We apply this principle of selling service just as far as we can. I have before me a blueprint that



W. L. Batt

drawings on it; our engineering department had prepared a complete survey, and we spent considerable time showing our men exactly what paper making machinery was, so that they could talk intelligently about for instance, a table roll, a Fourdrinier, about the problems of wire and felt. We showed them how ball bearings could be applied to those various applications; we showed them how the objections that were sure

went to our men in yesterday's mail. There is a certain line of industry that has in it what is called an agitator drive. I use this merely to show you a specific example of creative selling. We show on this blueprint, on the left hand side, the old conventional type of machine; we show what it costs to operate it for one day by the old method. Then on the right hand side we show a new motor-driven ball bearing application with the statement that there is a saving in this particular case of \$1.78 a day; at the bottom the print says, "300 times \$1.78 is \$534 savings a year." That, plus a calling card, is the most effective introduction that a salesman can have to a man on whom he wants to call.

### Team Work in Selling

Our sales force is composed almost entirely of technically trained men. We recruit our sales force from young men who have been out of technical school some years; we put them through a good training course; teach them how we make our product and how we engineer it; how our selling plan is expected to function, and then we finally put them out on the road. We arm them with all the information that we can possibly give them. We lay great stress on teamwork.

The day of the individualist in selling, I am satisfied, is practically over. The job is too big for an individual. Why isn't it perfectly fair to assume that any given man can work infinitely better if he works with the full experience of all of the men in his organization behind him? That can be done successfully only through the medium of the home office.

I sold for a good many years, and I don't think any of you can tell me anything about the attitude of the man on the outside toward the home office that I haven't experienced myself a good many times. The home office is frequently viewed as a necessary evil, a place from which the pay check has to come and

call-downs once in a while have to originate; but too many outside men feel that they would get along a good deal better if they didn't have to bother with it.

### How We Handle Complaints

Now, that is the fault of the home office, much of the time. We are doing the best we can in our organization to get around that attitude. I am going to cite a specific case that happened about two years ago, to point out what I have in mind. We have a territory in charge of a man who has been with us a great many years, an engineer who knows our product thoroughly and knows his customers thoroughly. In our engineering department we have a return goods department that analyzes every cause of complaint we get, ties it up with a blueprint and makes definite recommendations. In this particular case we were getting reports of trouble from various points, on this particular machine, so we wrote to our man and said, "We want you to go to the Blank Company and tell them they are having trouble with this machine; that we know it, and that the mounting is all wrong; that they are not applying the bearings properly; that they should make a change, and a rather radical change."

Our man had heart failure at this suggestion. He was sure it

was all a mistake; he was in touch with the customer all the time and knew the customer was having no trouble that amounted to anything, and to go to him and tell him that the job was wrong indicated we were wrong, and had been wrong all the time. He said, "You have known what kind of an application he has been using, and if we tell him he's wrong now, we are simply going to drive him to somebody else."

The office was satisfied nevertheless that he had to be told, and so with some trepidation our chief engineer and our general sales manager went out to call on him with our representative, and they explained our viewpoint. He listened to the whole story very quietly. I am sure that our representative in the territory was shaking in his boots and thought the next moment we were going to be kicked out bodily.

### How the Customer Responded

And this was the way the customer answered: "Well, sir, I am certainly interested to hear what you say. I know of that trouble; I have been very much worried about it; I have thought it was my fault; I haven't known where to look for it. I have been experimenting a little trying some competitive makes of bearings to see if I could locate the difficulty and get around the trouble, and I was just going to put out the next lot of machines on another make of bearings because I thought it was a question perhaps of type of bearings; that you didn't have anything that would serve the purpose." We showed him that we had; that we had a drawing there ready for him. We showed him the way the bearings should be put in; the fundamental cause of the troubles he had; and the remedy we knew would work. That customer couldn't get over telling us how much he appreciated that type of help. I think we have him tied more tightly to us today than we ever had him before.

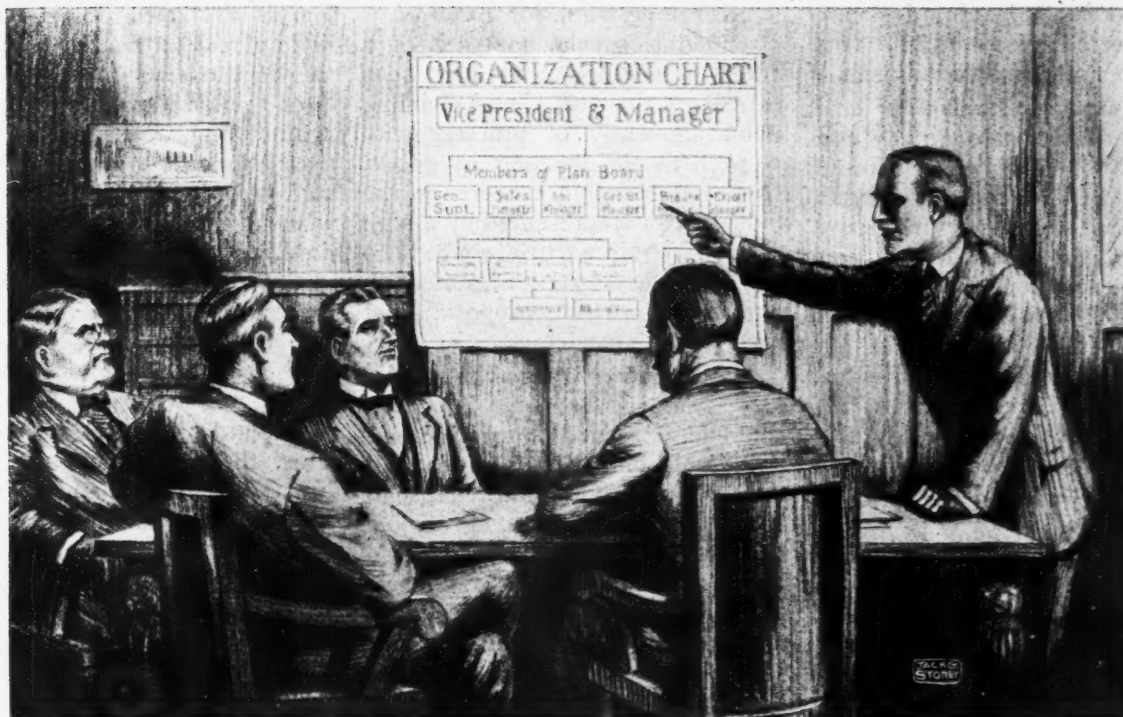
(Continued on page 345)

**B**"RIGHT Spots in Business," containing reports from forty sales centers in the United States, will appear again in the March 7 issue of "Sales Management."

Wouldn't your salesman from Des Moines go into his territory better fitted to tackle March prospects if you passed on the information to him that the Des Moines Ford assembling plant has restored its working forces to full number and production is again reaching capacity? That an extensive building program is under way, which includes a \$250,000 stadium and field house, a new gymnasium, a \$50,000 milk and ice plant, four separate junior high schools costing \$600,000 each, and a \$15,000,000 plant for the Iowa Power and Light Company? That bank clearings show an excess of 15 per cent over 1923, and general advertising of merchants shows a gain of five per cent?

This kind of information will show your salesman why business should be good, why he should make a drive for his share of orders during the coming month. Pass "Bright Spots" on to your salesman; optimistic business reports will help him build more business for you.





"In many concerns the retirement of the founder is like passing a bone to a hungry pack of wolves"

## The Receiver's Views on the Second Generation in Business

Delegating Responsibility Without Authority Often Means a Hurry Call for the Receiver When the Founder Retires

*By John P. Wilder*

**I** MET the receiver coming puffily up the iron staircase that led to the safe deposit vaults. "Cutting your coupons?" I asked by way of conversation. "Not so's you could notice it," he retorted, as soon as he had recovered his breath. "I've been putting away the last will and testament of a client of mine. Call him a manufacturer of plumbing supplies, to break no confidences. He is one man at least who stands a show to have the purpose of his will carried out as well as the terms of it."

I scented a story, and said so.

"All right, if you're coming my way," said the receiver. "What I mean is this: that having provided by will the terms by which the income from his business shall be divided among his heirs, he is providing as he goes along that there will continue to be some income to divide. The business, in other

words, won't start to go to pieces the minute the undertaker's wagon stops at his front door.

"I have read a good many articles, first and last, in a good many different publications, on the important necessity of training somebody to fill a man's place after he is gone. Practically every business man I know admits the importance of this, and at least ninety-nine out of every hundred believe implicitly that they are actually doing it. Some of them are, of course; but I'm here to tell you that the great majority are not. They are simply kidding themselves into the belief that they are, and they have a comfortable vision of their descendants enjoying ease and luxury simply because they have gone to a lawyer and gotten him to express their hopes in legal phraseology in the form of a will. The probate

officers will see that the terms of the document are carried out all right, but the purpose of it is another matter. No amount of legal phraseology can make that secure if the first lieutenants begin cutting one another's throats before the captain's funeral oration is over.

"In my capacity as a receiver I have come into contact with a number of situations like that, and there isn't a doubt that in the majority of cases the founder of the business really believed that he had built up an organization that would carry on the enterprise loyally and efficiently. That was what he had meant to do, at all events, as was evidenced by the terms of a document providing for the management of the income from the business over a long period. Yet the income promptly began to evaporate, and soon



ceased to exist, leaving his carefully selected executors and trustees with nothing to administer.

"Of course, on the other hand, you can name a good many concerns that have survived through the second, or even the third, generation with increasing prosperity. They are, however, the few conspicuous exceptions, in which the dominant personality has been wise enough to know that the problem of training an individual or a group of individuals as his successor required considerably more than the mere delegation of responsibility.

#### **Responsibility Without Authority**

"I know a number of business men who believe that the future of their enterprises is secure because they have provided machinery which will function efficiently without their immediate supervision. They can spend a summer in the Catskills or a winter at Palm Beach with only an occasional letter or telegram, and when they return they find that the business has gone ahead in their absence. I don't mean to imply that that isn't an important and valuable achievement, for it is.

But it doesn't by any means indicate that the business will go ahead when they have gone beyond the reach of letters and telegrams, leaving no date on which their ship will return to port. Men will bear responsibility well enough when they know that the supreme authority is still able to reach them, and that there is a definite day of reckoning to come. How they will bear it otherwise is another question entirely.

"In my humble opinion, the real test then is not how much responsibility was delegated to subordinates, but how much authority went along with it. Every business man must delegate responsibility, if his enterprise is much bigger than a tea-cup. But it has been my experience that few of them, comparatively speaking, ever delegate any real authority at all. They pretend to do it, and sometimes no doubt think they are doing it. But it is a mere pretension, and everybody concerned knows that it is, with the possible exception of the boss himself.

"Not long ago, for example, I attended a special meeting of a trade association that had been called for the purpose of deciding upon standards of practice with respect to the grading of goods. One of the leading concerns in the industry was represented by a high official, so far as title went, who put up a very strong argument in opposition to the proposal that was up for consideration.

"The meeting was in a conciliatory temper, and he probably could have secured a compromise if he had come with any real authority. But when the chairman asked, 'What will you agree to?' he floundered around and made so pitiful an exhibition that the meeting turned against him and adopted the proposal almost unanimously. In spite of his high sounding title, it was plain that he had no shadow of authority to commit his concern to anything, and he hadn't the courage to assume it.

"Furthermore, I have no doubt that when he got back to his office he had to take the blame for the action of the association. Plenty of responsibility, but no authority. That tells the story in a great many cases.

"I grant you that it is difficult for the big, dominant personality, with confidence in his own judgment and a firm grasp of the prob-

lem as a whole, to divest himself of any real authority; to trust to the decisions of subordinates and back them up even when they go against him. Yet that is exactly what was done by most of the big men who founded businesses that went on growing for any length of time after they were gone. They loaded their subordinates with responsibility as fast as they were able to bear it, and at the same time gave them the authority that went along with it. Then, when the founder finally dropped the reins, there was no confusion of direction or effort, and no quarrel over the division of authority which had already been divided.

"On the other hand, I have known many a concern where the death or permanent retirement of the founder was like tossing a bone to a pack of hungry wolves. There is no one so jealous of authority as the man who has never had any. I know more than one business house today in which the subordinate officers and department heads are busily elbowing one another out of the best positions in anticipation of the battle royal that will ensue when the big boss finally is disposed of. It isn't a pretty picture, but it is a true one. Take it from one who has had his share of experience in winding up the affairs of the second generation in business."

## **Woolworth Sales Are Higher, Profits Smaller in 1924**

Although the gross business for 1924 broke all records for the F. W. Woolworth Company, the yearly statement shows a reduction in net profit of about \$30,000. The expansion of business during the past year amounted to a gross figure of \$22,000,000, the total for the period having been \$215,501,187.

Average profit per dollar of business was brought down to 9.59 cents against a 1923 record of 10.70 cents.

Another feature of the report is the heavy new investments made during the year, which aggregated \$12,700,000. These investments represent, in part, the opening of

ninety-four new stores in the chain, which brings the total up to 1,356 locations. The new money put in represents an average of about \$135,000 for each new store.

The decline in profits is attributed to the extra selling pressure and additional advertising made necessary to move retail merchandise during the early part of the year in districts where droughts, embargoes caused by cattle diseases, etc., operated to retard retail trading.

Working capital at the close of 1924 totaled \$34,275,269, a gain of more than \$4,000,000 over the December, 1923, figures and the largest in the history of the company.

# Advertising and selling are blending!

**T**HERE is something stirring in the camps of those who market. The Advertising Managers are awakening to new and broader opportunities. The Sales Managers are taking a greater interest in advertising activities.

The Advertising Agency is enlarging its horizon, sees new responsibilities and greater opportunities.

Advertising and Selling are blending with the bigger thought "Marketing."

We, here, are an advertising agency with a sales "kick." It is our own doing. We went to school first as salesmen. We became sales managers. Finally, sixteen years ago, we modestly entered the ranks of the advertising agency and we have been learning ever since.

We have assembled an organization of sixty people skilled in all the branches of the work.

## *We know advertising copy*

**WE BELIEVE** in the power of advertising copy. We study it. We key it. We spend more money to maintain a department of advertising records than we do to handle our accounting. We know what pays and what does not pay in copy.

Then, with good advertising copy and good

advertising plans as a basis, we apply our skill as ex-sales-managers to make the advertising pay bigger dividends.

We believe in the salesman and in his manager. We love the sales convention and its atmosphere. We participate in sales conventions, not as "high-brows," not sitting on the side-lines in our fur coats, but as participants, with our coats off and our sleeves rolled up.

## *Four sales managers*

**IF YOU** want an advertising agency which numbers among its officers four men who have definitely earned their laurels as sales managers, come to us.

We maintain a department known as the Department of Merchandising. This means a department which creates materials that can be used by the sales department to interest the dealer in the product. This department manufactures the tools for the sales department. Call at our office and you will see evidences of its activity.

We maintain a Department of Sales Plans, in charge of a man of whom a New York bank president wrote us, "I consider Mr. Hopkins one of the ablest sales experts in the country." The services of this department and of Mr. Hopkins are at your disposal.

### *What they write*

*about our performances  
at sales conventions*

"I consider Charles W. Hoyt the greatest one attraction that we can have at our salesmen's conventions. He has been a tower of strength to us during many conventions."

\* \* \*

"Thomas Flanagan appeared before our men at the last convention. He delivered a message which fired the enthusiasm of all of us. His description of the possibilities of 'imagination in business' was worth journeying across the country to hear."

\* \* \*

"After the meeting I told our president that the message delivered to our men by George W. Hopkins was of a value that could not be measured. I want your permission to print his address so I can furnish each man with a copy."

\* \* \*

"You are a good advertising agency. We do not know of one which equals you. Certainly in cooperating at sales conventions you have no equal."

CHARLES W. HOYT COMPANY, INC.

**"PLANNED ADVERTISING"**

Reg. U. S. Pat. Off.

New York

Springfield

Boston

*Mr. Hoyt recently wrote an article "The Needs of the Sales Department." It presents our ideas as to the relations of advertising agencies with sales departments. Write for a copy.*

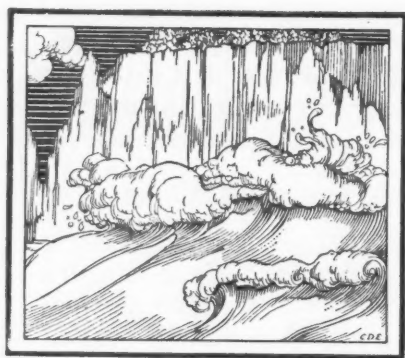
CHARTER MEMBER A. A. A. A.  
MEMBER, Audit Bureau of Circulations  
MEMBER, National Outdoor Advertising Bureau

CHARLES W. HOYT COMPANY, Inc.,  
Dept. A 3, 116 West 32nd Street, New York

Send for a copy of the article, "The Needs of the Sales Department."

Name \_\_\_\_\_  
Firm \_\_\_\_\_  
Street \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

# When the Sales Tide is rising use the **TELEPHONE**



AT THE RUSH SEASON of the whole year, at the very crest of the tide of orders, the New York manager for a world-known maker of fountain pens and pencils placed his ten field salesmen at long distance telephones with lists of customers before them. Last minute orders were brought in in time to be filled, dealers were spurred to extra effort to sell, and thousands of dollars' worth of business was brought in that both company and dealers would have lost.

The fastest salesman in America is the telephone. It eliminates distance and out-travels time when every hour, every minute counts. At their peak seasons of sales, when business will not wait, the telephone earns millions of dollars for American businesses. It gets the orders that otherwise could not be taken and filled in time. By the quick service, it creates additional millions in good-will.

The long distance telephone is used by thousands of leading concerns for daily sales solicitation. Bonds, locomotives, hosiery, piece goods, fruits and produce, matches, motor trucks, real estate are a few

of the products bought and sold day by day on the long distance telephone. Ten thousand long distance calls an hour stimulate and quicken business.

Are you fully utilizing the amazing business potentials of your telephone? The Commercial Department is ready to help you discover new possibilities in the wider use of long distance facilities. Call your local Bell headquarters. In the meantime, you are used to selling a few miles away over your local telephone. Why hesitate at a few hundred or a few thousand? Any concern, anybody, anywhere, is yours for the asking. . . . *Number, please?*

## BELL LONG DISTANCE SERVICE





# Do Your Salesmen Talk in Riddles To The Public?

She Didn't Know "F. O. B. Detroit" Meant  
"You Pay the Freight"—So the Sale Was Lost

*By E. M. Wickes*

SEVERAL months ago a young woman told me she had just purchased a \$12,000 automobile. Jokingly I asked her if she had bought it F. O. B.

She looked puzzled for a second, then replied, "Why, no, I paid cash—in full."

Another inquiry proved she did not know the meaning of F. O. B. I explained it.

Since then I have quizzed approximately one hundred persons about the same thing. Some own cars, some contemplate buying cars soon, while others hope to own cars some day. Yet less than 50 per cent knew the definition of F. O. B. A few of the replies would make excellent material for vaudeville comedians. One woman said, "F. O. B. means I don't get a car this year."

## Why the Sale was Lost

Interested, I asked to be enlightened.

"I had planned to buy a car on time," she said, "and had been saving for six months to get the first payment. After accumulating the money, I went to see about the car and the salesman told me I would have to put down the first payment, plus F. O. B. charges, almost \$100 more. I asked him why he hadn't explained the F. O. B. in his letters or circulars to me and he said he took it for granted that I was familiar with it. I was disappointed and disgusted, and instead of saving enough to cover the F. O. B. charges, I went to the country and spent the money. Just when I'll buy a car now is hard to say."

Another woman said she had been saving for two years to buy a car. Her experience with cars had been limited to riding around in a friend's flivver. She knew nothing about F. O. B., and

believed that all automobiles, except for the quality of material that goes into them, are more or less alike. She thought that an expensive car gets as much mileage a gallon as a flivver does. She believed that one can obtain extra parts for a high-priced car as readily as he can for a Ford. And she was under the impression that one can take a car from the salesroom and have it insured, and that one form of insurance covers everything.

## Taking Too Much for Granted

She had made several trips to the salesroom where the salesman had devoted all his time and energy to praising the super finish of the car, the improved balloon tires, the X. P. windshield and its automatic cleaner, the backview mirror, and the various celebrities who would not think of sitting in any other car.

When the woman was on her way to close the deal and pay her first \$1,000, she met an acquaintance, a veteran motorist. He explained why one car consumes more gasoline a mile than another, why the cost of the upkeep is greater, why all extra parts are not easy to obtain, why she should carry various insurance policies in order to be on the safe side, and why she could not insure a car until after she had met with certain requirements, which meant additional expense.

On reaching the salesroom she asked the salesman why he had not made her acquainted with what she had learned accidentally. He said he had taken it for granted that she knew all about it. The woman got the idea he had withheld it deliberately, fearing that if she heard about the extra cost she would not buy the car. She did not, nor has she bought one up to the present time.

And this same thing is happening each day of the week in every line of commerce, especially in high-priced articles. Manufacturers, salesmen and advertising managers are prone to take too much for granted. Of course, there are exceptions. But the average person in these fields is under the impression that every one who is the least bit interested in his product is thoroughly familiar with all its phases. He does not dream that every day in the year a new market springs up for his goods, people who do not know the first thing about them, and who hesitate to buy until after they have gathered the information in a roundabout fashion.

## Want A. B. C. Information

John Jones, for instance, who has never owned a car, gets a big raise or acquires sudden wealth some other way. He immediately turns his thoughts towards luxuries—an automobile, a yacht or some other expensive article. If he should decide on a car it is an even bet that he knows little or nothing about automobiles. But he is eager to learn. What he wishes to know is the ABC about automobiles in general and a thorough knowledge of one particular make—the one he is thinking of buying. So the advertisement or pamphlet that serves the veteran car owner or driver will not do for him. And when a person inquires about a car, or any other article for that matter, the manufacturer should take nothing for granted. He or the salesman should make it his business to find out how much a prospect knows and then talk sales accordingly.

Some one might argue that the average person does not care to listen to long talks or read lengthy advertisements or pamphlets. He might just as well say that a



### "Test Fence" of Paraffine Companies, Inc. Keeps Salesmen Sold on Quality

**T**HE Paraffine Companies, Inc., Oakland, California, have found that the testing fence erected near their plant is one of the best methods of imbuing the sales force with confidence in the quality of the product they are selling.

At each annual convention, it is almost a ritual that every salesman visit the testing grounds and see how the various paints have withstood the tests to which they are subjected.

The test fence shown above is located so near the beach that when the water is rough, the salt spray is thrown over the test panels. The conditions brought on by sea fog, salt water spray, and other elements prevailing in the Bay region are much more severe than the average exposure of paint used in protecting iron and steel against corrosion.

The fence consists of several wooden slats in which numbered panels covered with sample paint are placed. The panels are made of metal, wood and glass. A close examination of each panel is made from time to time and results recorded. At the conclusion of the test, the engineers know just what a certain formula of paint will do and whether it will come up to the demands of the trade.

hungry man will not give up time to obtain food. But neither is true.

Why will a person read a ten or fifteen-thousand-word story? He is likely to derive less from it than he would from a well-written automobile pamphlet when he is looking to buy his first car. The answer to this is interest. And so long as an advertiser or a salesman can offer information in an interesting manner he can command the attention and interest of his readers or hearers.

Another person might ask why should one balk at buying a car simply because he does not learn until the last about certain additional expenses like F. O. B. Here the answer is temperament and human nature. It takes very little to change the average person's opinions and plans. Suppose, for instance, he were to see a sign in a ticket agency window announcing the best orchestra seats at

\$2.50, and that when he asks for one he is informed that there is an extra fifty cent charge for the service. Nine times out of ten he will resent what he considers sharp practice and will leave without a ticket. And if the ticket agent should say that he took it for granted that the customer knew about the service charge, it would not save the situation. Yet, on the other hand, if the customer had read there was a fifty cent service charge, he would have paid without a murmur, provided he could afford it. Regular ticket agents, however, take nothing for granted and post full charges so no one will be led into the offices under a false impression.

And the practice of taking too much for granted does not apply solely to automobiles. The average manufacturer, advertiser and salesman in every field follows it blindly and wonders why sales

do not come up to expectations.

Recently I attended a business show where half a dozen different makes of washing machines were on exhibition. I halted before one booth to see what would happen. Several young men, apparently salesmen or demonstrators, sat upon a couch smoking and chatting. Another man was churning towels in the machine and asking in a loud voice—but of no one in particular—why any sane woman should tire herself washing when his particular company was offering such a marvelous machine. He evidently took it for granted that the small crowd facing him knew all about the machine.

#### Over the Prospect's Head

"Just see how easily it operates," he barked over and over.

The people looked in a sort of a bored manner and continued their journey about the place. Another man in the same booth had a handful of pamphlets. I took one and read in the opening paragraph something like the following:

"Even a casual examination of the Blank Washing Machine will convince you that it possesses all the features to be found only in the best washing machines. Note the graceful low lines"—etc.

I broke off here and jumped to the next paragraph. It began:

"The vacuum cup action is to be found only in the leading washing machines on the market. Possibly you know also that no washing principle excels the vacuum cup principle for consistent cleansing power. The Blank Machine naturally employs the vacuum cup principle—the oldest—"

At the outset the pamphlet assumed that the reader was an expert mechanic on washing machines and could discover at a glance all its outstanding features. Imagine the average woman who does her own washing possessing this knowledge. More, it assumed that the reader was thoroughly familiar with the vacuum cup principle. It is safe to say that not one in five understood the vacuum cup principle. The man who wrote the pamphlet failed to realize that most of the women who would look at his pamphlet or machine

(Continued on page 340)



## Leadership—*how to attain it here*

There are dominant brands here in the Indianapolis Radius as elsewhere. For most commodities, this is not a virgin market, although it is one of the most responsive markets in the nation. Most of the leading brands in every line owe their dominance in this market to consistent advertising in The Indianapolis News. Most of these dominant brands maintain their leadership by adequate use of the same powerful merchandising force that brought them leadership—News space. Adequate use of The Indianapolis News is a requirement for leadership in this market. New products of merit can come into this market and make good. The reason is that the market is inherently and basically

prosperous; it is progressive, alert and responsive; it is so compact that the initial work of obtaining distribution is comparatively inexpensive—and one powerful newspaper—The News—dominates the market so completely that only one advertising cost is necessary to sell the market.

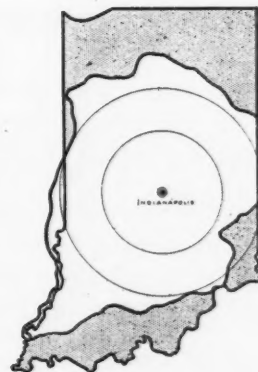
Carefully tabulated data on practically every merchandising campaign in this area over the past six years show that The News is indispensable and that The News alone is adequate. The use of other mediums is an unnecessary expense.

The Indianapolis Radius can be your market if you will go after it with your strongest ally—an ample and consistent schedule in The Indianapolis News.

**Frank T. Carroll,**  
Advertising Manager

**Dan A. Carroll,**  
110 E. 42nd St.,  
NEW YORK

**J. E. Lutz,**  
The Tower Bldg.,  
CHICAGO

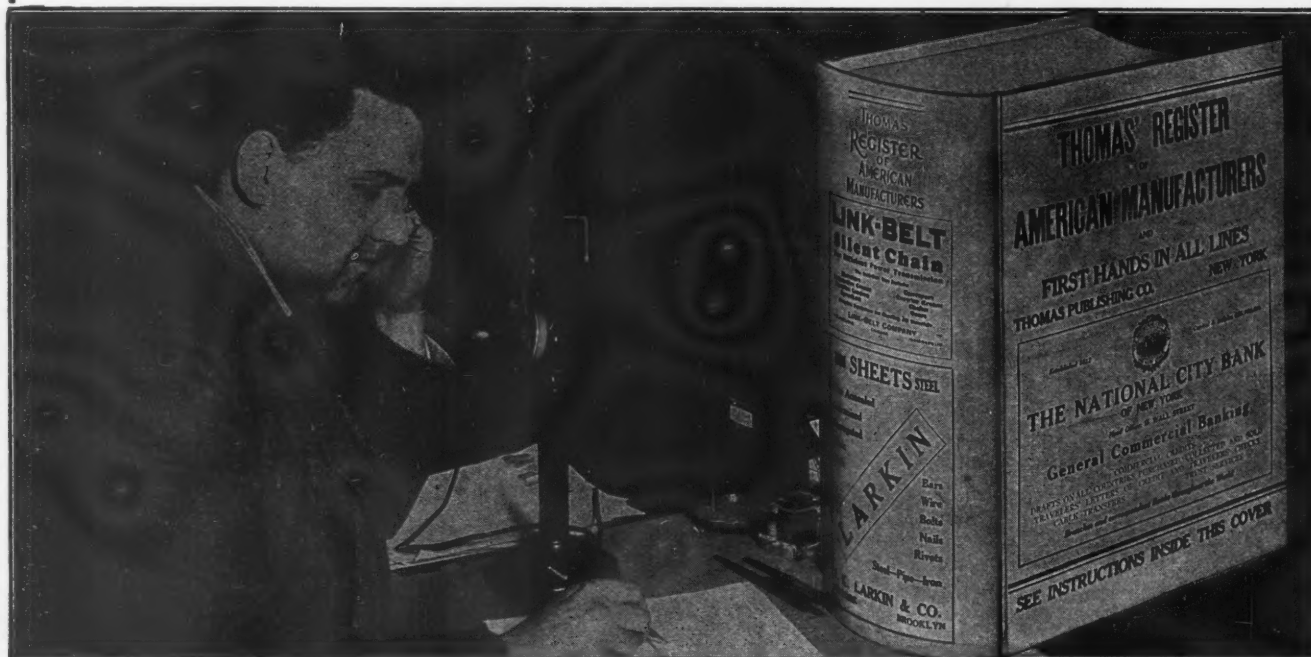


The Indianapolis Radius (population 1,992,713) comprises Indianapolis and the approximate seventy-mile radius. It is the zone of concentrated influence of The Indianapolis News. The News has the largest circulation in Indiana. It carries more advertising than all other Indianapolis newspapers combined.

# THE INDIANAPOLIS NEWS



# THIS BIG ASSISTANT <sup>TO</sup> THE BIG BUYERS



## IS HELPING 2236 SALES MANAGERS

Big buyers, all lines, everywhere, all the time, consult Thomas' Register to find where to buy—descriptive advertising in the Register brings the inquiries—2236 concerns are publishing such matter therein.

In more than 25,000 important concerns in the U. S. and abroad, the above illustrates the position of Thomas' Register in relation to **the man who buys, directs, or specifies** (Executive, Purchasing Agent, Foreman, Department Head, etc.)

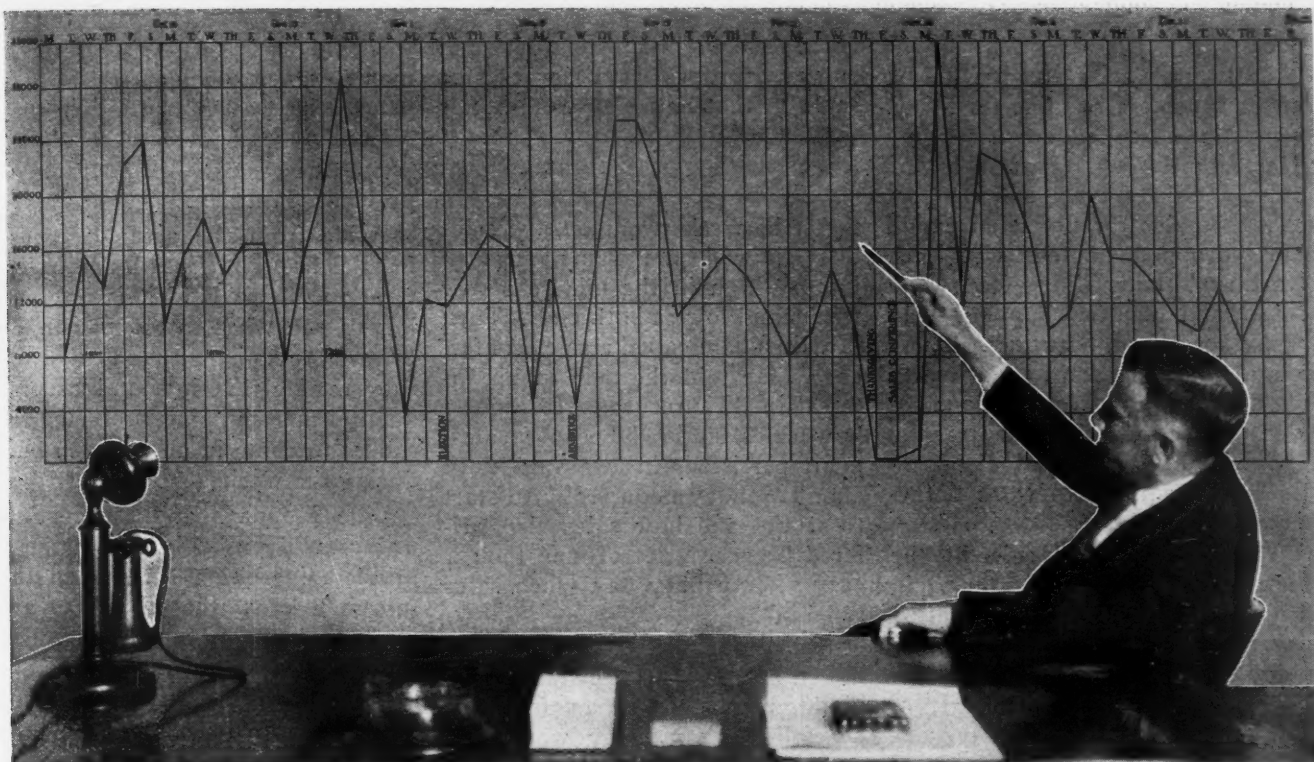
Notwithstanding the numerous Registers, Guides, Catalogues, etc., received free, a substantial price is paid for this Register by a clientele of that class which values efficiency more than gratuity. It is always kept at hand, ready to instantly furnish sources of supply for anything required. (It will furnish a list of any conceivable product or kind of product, more than 70,000.)

As a rule it is the first and only publication consulted. Its users buy it especially to save the time and trouble of searching through miscellaneous papers, circulars, etc. They want manufacturers to publish descriptive or "informative" advertising matter in the Register, where it will be readily found when occasion arises. 2,236 important concerns are doing so, to their profit.

The Register brings such matter to the attention of buyers at the propitious moment when purchase is contemplated, and in many instances, it is the only publication that will do so because it is the only publication that thousands of the most important concerns consult at such times.

The Register is used in purchasing by every line of business, everywhere, every day in the year. Including the public reference copies (more than 1,000) in Banks, Libraries, Boards of Trade, etc., where each copy is used by many, its total number of users probably exceeds 50,000.

THOMAS PUBLISHING CO., 461 Eighth Avenue, New York.



Sales showed decided slumps on Mondays and Saturdays because salesmen didn't hit their stride till mid-week and then rushed home Friday nights

# What Northrup-King Learned About Wasted Saturdays and Mondays

## Analysis of Sales Shows Salesmen the High Cost of Getting On Territories Late Monday and Starting for Home Friday Night

THE time that salesmen waste, and the ease with which a group of salesmen can boost sales quickly when given a little prod occasionally, is shown by a chart analysis of sales made recently by C. A. Burnham, secretary and sales manager of Northrup, King & Company of Minneapolis.

Mr. Burnham had suspected for a long time that his men were spending too much time jumping back and forth between their territories and home. Now Mr. Burnham doesn't object to his men spending Sundays at home, but because he is at the office Monday morning and Saturdays as well, he has an idea that his salesmen ought to be on the job Mondays and Saturdays too.

But he knew that it wouldn't do much good constantly to harp on the idea of working hard on

Mondays and Saturdays. He is too much of a salesman himself to think that you can browbeat salesmen into work. And he knows enough about human nature to know that the average salesman wants to do what is right. He has confidence in his men—is proud of them—as all sales managers should be.

So instead of bawling them out he tried a plan of showing them what it costs the house to have a big group of men spend Mondays on the train or in their cars traveling to their territories. He felt that it was only necessary to bring the facts home to his men.

The chart shown at the top of this page shows the results of his research. Note the peaks and valleys. The peaks are invariably reached along towards the middle of the week. The valleys come at the end of the weeks. On Monday

of the week ending October sales were 6,000 (we'll refer to them as points). By Tuesday every man must have been on the job, for sales jumped to 16,000 points. On Wednesday some of the men rested on their laurels and sales dropped back to about 14,000 points. By Thursday the men were beginning to realize that the week was slipping, and evidently they all started out that day to make a killing, so they would have something to soothe their consciences with when they started home early. As a result sales hopped up to something like 22,000 points. When Friday rolled around, the salesmen realized that it was time to put forth the supreme effort of the week. It was their last chance to make a showing. It can be imagined that most of them were up and on their territories early because sales reached



the week's high mark—24,000 points.

And then came Saturday! Most of them made a bee line for home. For sales swooped down to only 9,000 points. Only a few of the old standbys stayed on the job, else the sales for Saturday would have dropped off entirely. The Northrup, King line—feeds and seeds and poultry supplies—can easily be sold on Saturday. There is no genuine reason for not working on Saturday except the age old idea of salesmen that they are by divine right—or special dispensation—not required to work Saturdays.

The following week sales hit the high point on Tuesday, and again dropped back suddenly on Saturday. The week after the high point was reached on Wednesday, jumping almost straight up from a very low start on Monday, and falling back on Saturday to 4,000 points.

Armistice day brought a big drop in sales, which was recovered the following day by sales of nearly 21,000 points. Apparently the Armistice holiday made such a gap in some of the men's sales

that more of them than usual decided to stay in the territory and work Saturday of this week, for sales on that Saturday were better than 20,000 points—proving that it is possible to coax signatures on dotted lines even on Saturday.

As the weeks went on, the sales line showed the same freakish jumps—high in the middle of the weeks and low at both ends. Then Mr. Burnham called a sales conference. He told the men of his interest in their records. He showed how sales suffered because salesmen persisted in waiting until about Monday noon really to start to work—and how sales also suffered because a lot of men took it easy after a busy day when sales ran high.

The conference was held on Saturday. It must have made an impression on every man for sales the following Monday were phenomenal. The chart sheet wasn't big enough; the sales line for Monday ran clear off the top of the page! Sales were more than 32,000 points. It was clearly demonstrated that it was at least possible for the men to arrive in their territories and start work early

Monday. And on Saturday of that week there was a marked improvement. Instead of 4,000, 5,000 or 6,000 points, sales for the Saturday after the conference were almost double the average production on previous Saturdays.

Aside from the actual increase in sales brought about by an investigation of this kind it is interesting to see what salesmen can do towards evening up sales when they realize that it simplifies production and shipping problems for orders to come in on an even keel during the week.

Blue Mondays and Slump Saturdays will probably always be a problem in selling—but when the salesmen know that the facts are against them—when they realize that the company has proof in black and white that Mondays and Saturdays can be made good producers, they are going to remedy the situation to a certain extent. It is too much to hope that they will make these days record breakers, but the sales curve can be ironed out to look more like a rolling plateau, rather than a cross section of the Rocky Mountains.

## Saunders Norvell and Herbert Robbins Buy Control of McKesson & Robbins, Inc.

Saunders Norvell and Herbert D. Robbins have purchased the entire holdings of the McKesson family in McKesson & Robbins, Inc., well-known international drug, chemical and pharmaceutical business.

This company was established as a wholesale drug house in New York in 1833, almost one hundred years ago. It was one of the first houses in the country to manufacture pharmaceuticals.

The new board of directors of the company is composed of Saunders Norvell, chairman of the board; Herbert D. Robbins, president; Charles J. Kiger, vice-president; John T. Stebe, vice-president; Charles Hermann, vice-president; Peter T. Ingram, secretary; Russell H. Fisher, treasurer, and John Shields, production director.

The new board is made up of

young men, heads of departments, who have been with the old company for many years. Charles J. Kiger, in general charge of sales, traveled for many years for The Meyer Brothers Drug Company of St. Louis, Missouri, in the southern and western states. Ten years ago Mr. Norvell brought him to New York to be associated with McKesson & Robbins, Inc., as sales manager.

The firm of McKesson & Robbins has developed a number of unusual lines of selling policy. Except in the New York district, where the house sells the retail trade direct, the goods are distributed in all parts of the United States through the local wholesale drug houses.

Special arrangements are made for advertising with distributors in all parts of the world but the company, while leaving the form of

advertising very largely to the judgment of the local foreign advertiser, always insists that the standard trademark of the house be used in every advertisement.

It is another policy of the company that even in those countries where it has been found advisable to manufacture some of its products because of local laws, when these goods are sold with the name of the local agents on the labels in connection with those of McKesson & Robbins, Inc., the standard package of the company as established in the United States must be used and that even when the label is written in Chinese, the standard color and form of the label must be preserved. Therefore, even a Chinese label of a McKesson & Robbins product has a general resemblance to the label of the same goods as sold in the United States.









The Time to put on Sail  
is When you feel the Breeze



## THE WIND OF BUSINESS IS COMING UP!

In some lines they are calling it a gale already! In others it is still a stiff breeze. But everybody agrees that good times are here.

There is sure to be a lot of whooping and hurrahing now when the big combers roll over the deck and slap the white spray higher and higher.

This breeze of business is putting new heart into busy executives. And now they are advertising—spreading their sails, inviting the buyer to come along and give them a big, healthy push ahead.

That's right. It is what we all ought to do. (It's what I am doing right here). When we can feed our business without rooting very hard, we

get fat and lazy and complacent and think too much about golf and the income tax and what we would do for the country if we were President.

But the fellow who gets the cream of the business in good times (or bad) is the one who manages to put on *a little extra pressure all the time*.

It is my business to make posters and window displays (Mural Advertising, I call it) which will sell everything from soap to cigarettes, electric lights to breakfast foods. I'm known as a specialist in that field of advertising.

Why don't you call me in—today? Maybe together we could spread your sails to catch a bigger share of the business.

R U S L I N G   W O O D  
INC.

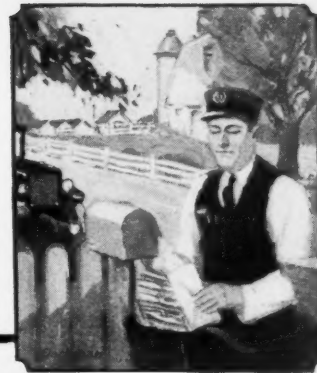
218 William Street, New York City







# BETTER SALES LITERATURE



*A Department by S. Roland Hall*

## Inquiries Used to Cost a Dollar—Now They Are Down to Thirty-Eight Cents

**H**OW to use it—these four words indicate the purpose and spirit of much excellent sales literature that has been produced during the last dozen years. "Service literature" is the name that this writer likes to apply to commercial treatises that, instead of using up all the superlatives in the dictionary, give an earnest, believable description of the commodity and then tell the reader a lot that he ought to know about its use.

Good salesmanship, whether the oral, face-to-face kind, or the kind that takes form in printed word and picture, is largely a matter of "good approach" and "the right sort of contact" following the approach. It is a pretty sound rule of salesmanship that the user or consumer is not so much interested in the wonderful accomplishment of the producer or advertiser as he is in what the commodity—be it merchandise or service—will do for him. That may be selfishness on his part. We can't blame him, for the morning mail and the periodicals he receives are full of commercial appeals.

Some useful products are not extremely

interesting in themselves. A ham is not, except to a hungry man; but one of the great meat corporations produced a bit of sales literature of real interest to the housekeeper when he prepared a booklet with some such title as "The Best Ways to Cook Ham."

Furthermore, it was something that a meat dealer took some interest in handing out, for it seemed likely to increase sales for him.

The Dennison Manufacturing Company has recently given an interesting account of its inquiry-costs. Half a dozen years ago, when the company started off its advertising with the usual offer of booklet or sample, inquiry-cost for the year ran to \$8.33, which seemed discouragingly high. After even a year's campaign, the cost was more than a dollar an inquiry.

However, when the company perfected its plan of offering half a dozen instruction books with the titles of "Sealing Wax Art," "Weaving with Paper Rope," "How to Make Paper Costumes," "How to Decorate Halls," "How to Make Paper Flowers," "Booths and Automobiles" and "Tables and Favors," despite the fact that the consumer paid 10 cents a book, the inquiry cost ran down rapidly—the figure being about 38 cents at present.

Dealers paid 5 cents each for the books. Some 2,000,000 copies have been distributed since their appearance in 1922, and the company figures that each



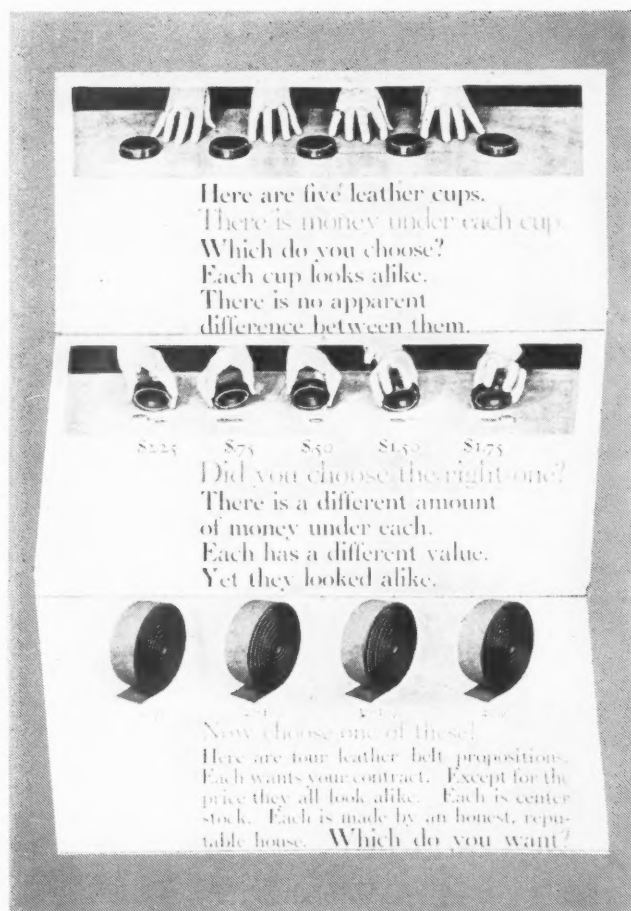
### C O N T E N T S

JANUARY 1925

AMONG THE PINNACLES OF CALIFORNIA	By LeRoy Jeffers, F. R. G. S.
"LET SOMEBODY FLY THAT CAN FLY"	A Speed Story
TRAIL BLAZERS AND ROAD BURGERS	A Bit of Transportation History
SHARPSHOOTERS ARE DAILY CALLERS AT WHITE HOUSE	George H. Dacy
INTERESTING PEOPLE AND PLACES	News Photos
AS THEY SHALL BE	Southern Fashions
SOUTH ATLANTIC DIPLOMACY	William Carl Chapman
HISTORIC HOMES OF OLD ST. LOUIS	A Bit of Anthology
UNSPUN STARS OF THE STAGE	Linton Mackall

An attractive contents page from the Lincoln house organ

SALES MANAGEMENT—FEBRUARY 21, 1925



**Exhibit 2.** The first three "chapters" of a prize-winning industrial advertisement. This seven-fold folder makes an appeal to the game-loving instinct and illustrates belt superiority very clearly

little 10-cent book sold an average of one dollar's worth of goods.

Who cares about a book devoted wholly to such a dry, dusty subject as Portland Cement? But a

think of the various ways in which blotters can be used effectively. We are inclined to dismiss the subject with the comment, "a little blotter advertising or something of

practical "Hand-book on Concrete Construction," showing how to make the most substantial and and permanent kind of home, yard, farm, business-place and civic improvements, "112 pages, illustrated, free if you apply to your local dealer's," goes out at the tune of 50,000 copies a year from one of the larger cement corporations.

A blotting paper corporation, the Standard Paper Manufacturing Company, of Richmond, Virginia, is using this "service literature" idea in a happy way. Few of us in the business of advertising and selling

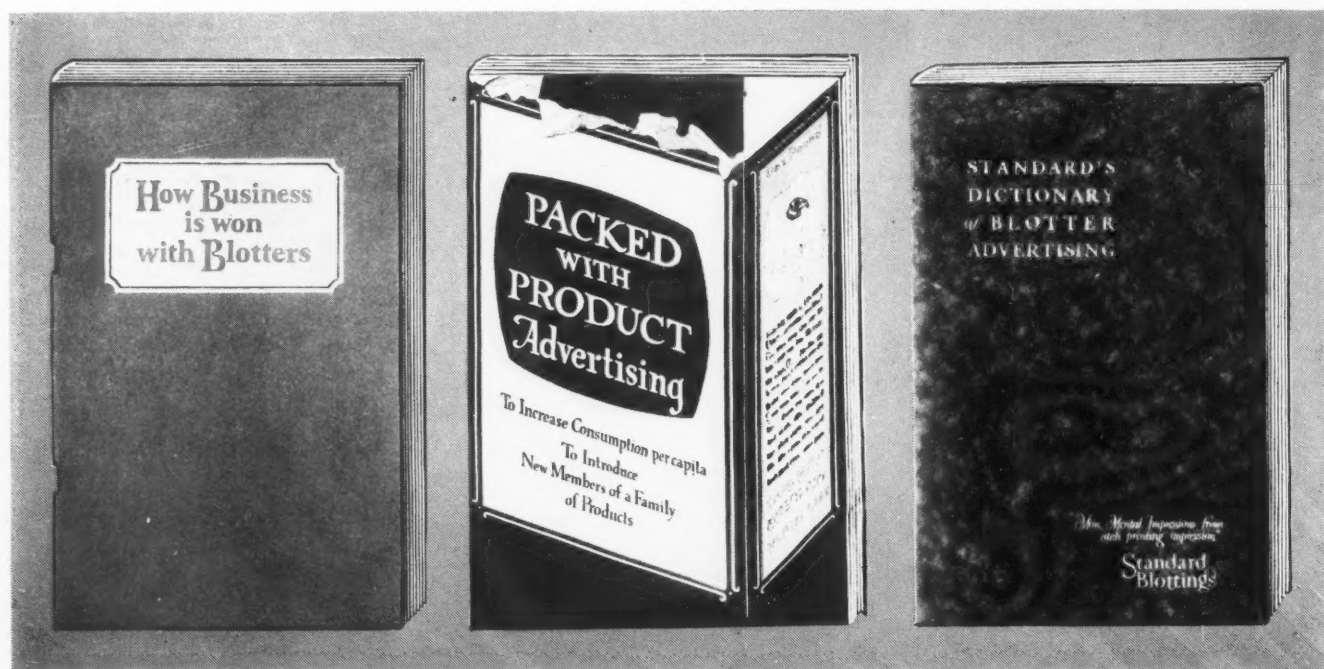
that sort," or forget it entirely.

But here comes a blotting paper manufacturer with three meaty little books—"Standard's Dictionary of Blotter Advertising," "How Business is Won with Blotters," and "Packed with Product Advertising." Exhibit 3 shows the three.

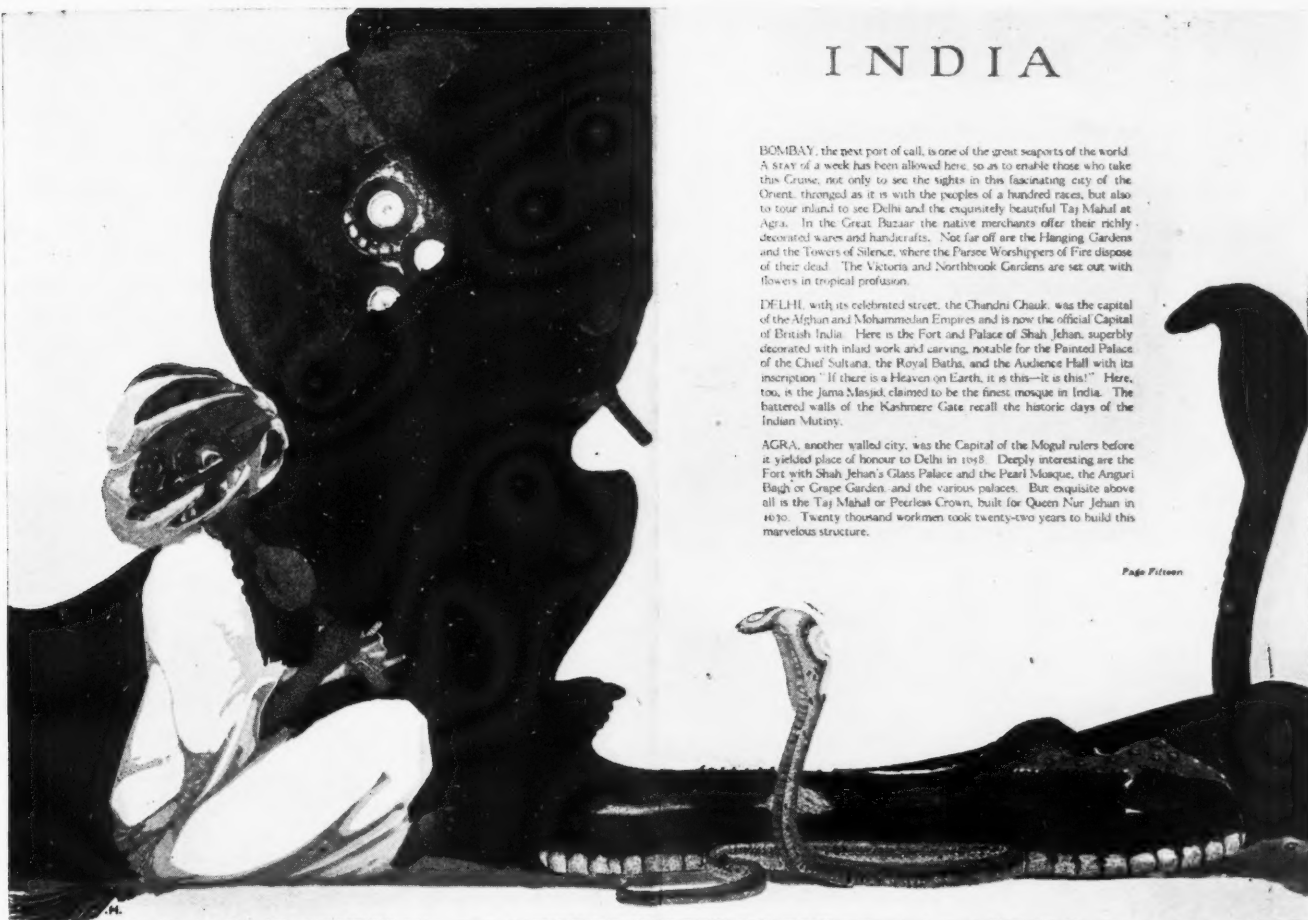
If space permitted, their entire contents would be outlined. They afford very fine examples of specific suggestion. "How Business is Won with Blotters," for example, shows the adaptation of the blotter to forty-two kinds of advertising copy. Then follows a list of suggestions about the printing of amortization tables, analyses, calendars, charts, interest tables, dates of certain seasons and sales, formulas, testimonials, recipes, records, etc., all on blotters.

This same company sends out a handy "Scrap Book of Blotter Advertising," a holder that is in the form of a well bound book, but which is in reality a good-sized receptacle for the holding of stimulating blotter suggestions. This "Scrap Book" idea has proved so popular that the first edition of 10,000 was quickly exhausted and there are 3,000 requests on hand awaiting a new edition.

Make the price information for your retail dealers so simple that a child can understand it. The other day in an office-equipment



**Exhibit 3.** The service literature idea has been effectively employed in these three constructive booklets on blotter advertising. They are full of specific suggestions—"How Business is Won with Blotters," for instance, shows the adaptation of the blotter to forty-two kinds of advertising copy



## INDIA

BOMBAY, the great port of call, is one of the great seaports of the world. A stay of a week has been allowed here, so as to enable those who take this Cruise, not only to see the sights in this fascinating city of the Orient, thronged as it is with the peoples of a hundred races, but also to tour inland to see Delhi and the exquisitely beautiful Taj Mahal at Agra. In the Great Bazaar the native merchants offer their richly decorated wares and handicrafts. Not far off are the Hanging Gardens and the Towers of Silence, where the Parsee Worshippers of Fire dispose of their dead. The Victoria and Northbrook Gardens are set out with flowers in tropical profusion.

DELHI, with its celebrated street, the Chandni Chowk, was the capital of the Afghan and Mohammedan Empires and is now the official Capital of British India. Here is the Fort and Palace of Shah Jehan, superbly decorated with inlaid work and carving, notable for the Painted Palace of the Chief Sultana, the Royal Bath, and the Audience Hall with its inscription "If there is a Heaven on Earth, it is this—it is this!" Here, too, is the Jama Masjid, claimed to be the finest mosque in India. The battered walls of the Kashmir Gate recall the historic days of the Indian Mutiny.

AGRA, another walled city, was the Capital of the Mogul rulers before it yielded place of honour to Delhi in 1613. Deeply interesting are the Fort with Shah Jehan's Glass Palace and the Pearl Mosque, the Angkor Bagh or Grape Garden, and the various palaces. But exquisite above all is the Taj Mahal or Peerless Crown, built for Queen Nur Jehan in 1630. Twenty thousand workmen took twenty-two years to build this marvelous structure.

Page Fifteen

Exhibit 4. A glimpse into a remarkable book issued by the Canadian Pacific, in which the reader is taken around the world both in words and through elaborate, colorful, and imagination-stirring art effects. The book was issued to advertise the around-the-world cruise of the "Empress of France"

store a customer stood around on first one foot and then another while an intelligent looking salesman tried to figure the net cost on a supply of metal shelving. Finally, the salesman said: "It's somewhere around a total of \$150, but I'll have to write to the factory and verify that." The customer murmured something polite and sauntered out. If he got exact prices from the competitor down the street, you can guess the result. One is reminded of crossword puzzles when he sees how some price data is worked out by the retail trade.

### A Prize Industrial Ad

At the recent National Industrial Advertising Association meeting, held in Chicago, there were exhibited 236 panels of advertising and some 1,500 pieces of direct advertising, ranging from cards, folders, and blotters, to fine books costing from two to four dollars.

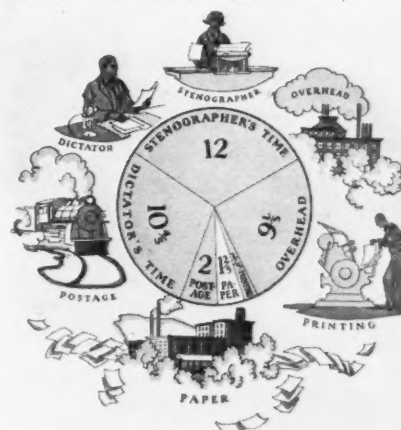
It is rather remarkable that in such an exhibit, a small and simply executed folder, costing about

three cents to produce, should have been awarded first place.

Exhibit 2 gives a glimpse of the prize-winner, though—on account of its shape—it is rather difficult to reproduce it fairly and accurately in these pages.

Leather is not an easy thing to advertise. In the first place, it is a natural product; hence there are no fundamental manufacturing processes that can be played up. Every belting salesman is a glib exponent for the quality of his particular product, talks of "center stock," "service

### PAPER is a MINOR COST in a LETTER



35c or 36c?

Ernst and Ernst, Certified Public Accountants in New York City, have analyzed the cost of a letter. If you use a cheap paper, the average cost is 35.1c. If you use Strathmore Parchment, the average cost is 36c. Less than 1 cent for all the difference between mediocrity and distinction.

This sheet is a sample of Strathmore Parchment. But to see and test its true quality, send for the Demonstration Packet containing sample sheets and specimen headings which will be sent without charge.

STRATHMORE PAPER CO.  
Mittingue, Mass.

Exhibit 5. A graphic way of presenting the relatively small cost of a good letterhead in comparison with the cost of all the other factors entering into the production of a business letter



records," etc. There is no way by which superiority can be assured except by test. If the user does his own testing, he pays for his experience in case he picks a poor or mediocre belt.

So the Chicago Belting Company adopted the method of "pre-testing" in various ways—illustrated by the folder. The study is told clearly and by a sort of chapter or movie method—a scene at a time—starting with the well known illustration of the elusive cup game.

This folder seems to exemplify the truth that, after all, sound argument, rather than mere novel treatment, counts for most in advertising.

The circular was sent out folded in such a way that one new chapter of the story was made visible with each of the seven unfoldings. At the end of each "reading" there appeared such footnotes as "Now open to the next picture." "You are getting warmer—take another turn." —

Who makes bold to say that advertising is not literature? The truth is that it may be, and may be literature of the most interesting and instructive kind, despite the fine-spun argument advanced now and then that "advertising is just selling—plain commercial selling, or nothing."

Here, before this reviewer, is an extraordinary prospectus of the cruise of the stately "Empress of France" into the Orient, a pleasure trip around the world, starting from New York January 14.

Exhibit 4 being in rotogravure,

gives only a faint idea of the illustrative features of this magnificent document on the alluring subject of travel. It pictures, in many colors, typical scenes in Algiers, Monaco, Naples, Cairo, the Holy Land, the Nile, India, Ceylon, Java, Manila, China, Japan, Hawaii, Panama and Cuba, and the

Most of us have in our blood the instinct to travel. Such a book stimulates that instinct.

You can hardly ever go wrong in visualizing your point with a good illustration. No matter how good the verbal explanation, the well designed illustration or chart adds power. The familiar circle-chart in Exhibit 5 shows, with unusual effectiveness, what small extra cost good paper puts into letter-writing.

This is a four-page circular, the inside pages of which deal further with the good first impression that a first-class letterhead conveys.

The paper companies are to be congratulated on the constructive kind of advertising they have been doing for a number of years.

Isn't there some news event that you can play up in some of the sales material you send to your dealers? Just as a warning, keep in your mind, when you are planning folders, broadsides and what not, the sizeable bundle of such stuff that every live dealer gets every day. Observe how regularly dealers in certain groups put pictures of sporting and news

events in their store windows.

It was no new thought that the Dexter Rubber Manufacturing Company, of Goshen, New York, used last fall, but it was just as effective as if it had been absolutely new.

Exhibit 6 shows pages 2 and 3 of its illustrated letterhead. This, with an appeal to dealers on page



## COOLIDGE ELECTED

No matter how you voted the election has been decided, so like good Americans let's all get together and push for increased prosperity and greater good will among all peoples of all nations

**Double-D D-D Pictorial**  
DEXTER RUBBER MANUFACTURING CO.

LARGEST TIRE FLAP MAKERS IN THE WORLD

Exhibit 6. The inside pages of a timely letter to dealers from the Dexter Rubber Manufacturing Company

text is written with picturesque fidelity.

Sitting down for a half hour with this pictorial review of a highly attractive tour is almost like seeing an elaborately staged movie story. No finely illustrated history or geography, or any "geographical magazine" article could have a greater hold on the reader.

1, went into the mails on Monday before the recent national election. It created a great deal of comment and was hung in thousands of windows.

### "Christmas Box" Ideas

Christmas, 1925, may seem a long way off, but it isn't too early to plan how you can bring a lot of extra business to the factory near the end of the year.

A number of advertisers are showing how the "Christmas assortment" idea can be used to stimulate business when people are in the buying mood, and their experience is that this method places goods at many new points in the sales territory.

Among the "Christmas Box" advertising reaching this writer, none was more attractive than the one received from the Beech-Nut Packing Company, of Canajoharie, New York—Exhibit 7. The back is a convenient order blank, with space for sixteen names and addresses. This order includes a reminder that personal cards may be sent for enclosing with the gifts. The circular is a simple,

one-sheet affair but the colors, in the original, were attractive.

The advertising department of the Beech-Nut Packing Company gives these interesting details:

We have been merchandising the Beech-Nut Christmas Box for the last three years. Each year we used an illustrated order blank like the 1924 circular. The first three years we increased our Christmas Box business 100 per cent each time. Last year we increased it around 80 per cent. This year we expect to show an increase of at least 40 per cent.

This speaks exceptionally well for direct mail. It is certainly worth while if a \$100,000 business can be secured by direct mail with the attendant advertising and sales value as represented when the Beech-Nut Christmas Assortment goes directly into the homes scattered throughout the country.

We have used for our mailing list the names and addresses of consumers who wrote to this office and requested the Beech-Nut Menu Book. We also use telephone directories, lists of banks, lists of manufacturers and lists of visitors to the Beech-Nut plant. The results have been very pleasing.

While sales-costs would be interesting, the fact that the company is keeping the plan in operation after three years' experience and finds results "very pleasing" seems to speak for itself.

Ask the salesmen what changes they would like to see in the new edition of your book. Maybe you can't follow half of the suggestions you will receive, but you are likely to get some good ones. Besides, it is worth while to have all the men in the field feel that they had some part in building the firm's literature.

If a package be literature—and sometimes it is, or serves as a carrier for effective literature—then that fact makes it possible to record in this department that the recent holiday season was the occasion of a tryout of a new method of selling golf balls—six in a neat "presentation box," which also carried two interesting little pamphlets, a package of rubber tees, a roll of finger tape and a box of plaster.

The originator is the United States Rubber Company. The package outfit is so attractive that this writer bought four sets as gifts for friends who play golf—or think they can.

The United States Rubber Company, in reply to a question, reports that it is too early in the

**The New Beech-Nut Christmas Box**



**An all-the-year Gift**

The Beech-Nut Christmas Box of 1924 is a gift that will be treasured long after the delicious contents have become an enjoyable memory. This year the Beech-Nut holiday assortment includes:

* Bacon	Pork and Beans	Strawberry Jam
* Beef	Chili Sauce	Apricot Jam
* Peanut Butter	Macaroni	Grape Jelly
* Prepared Spaghetti	Orange Marmalade	Candy Assortment

\*Also a special rack for holding Beech-Nut Boxes. 115 individual packages.

Here you will find flavor and variety to please everyone. The Beech-Nut Christmas Box is a thoughtful gift and a practical one. The box is of firm, substantial metal, decorated in rich colors, with scenes of the beautiful Mohawk Valley, where Beech-Nut Foods and Confections are made. This Beech-Nut Box can be used in a variety of ways in any home—as a decorative cake-box for the parlor or the dining room, as a picnic box, as a sewing box, as a box for playthings in the nursery. Packed in a strong carton, it will arrive safely.

Provided your order is received in time, we will ship this ideal gift to any address in the United States, by prepaid express or parcel post, our option, so that it should be delivered before Christmas. All orders accepted at the rate of \$4.00 per box, covering all charges. Please use the reverse side of this sheet when ordering. Remittance must accompany orders.

If you wish to enclose your personal card in the box, kindly attach the same to your order and we will gladly do as you request.

**BEECH-NUT PACKING COMPANY**  
CANAJOHARIE, N. Y.

**United States Rubber Company**

**For the 1924 Holiday Trade—  
the Golfer's Gift Box**



Everyone of the more than two billion golfers in the country will be on somebody's Christmas list this year. For those enthusiastic followers of the ancient Scottish game there are few more appropriate or more acceptable gifts than a box of good golf balls.

Each succeeding year has shown a decided increase in the holiday-time sales of golf balls. Dealers in all parts of the country have found that they are unusually popular gift suggestions.

In response to many requests we are introducing this year "The Golfer's Gift Box", a special holiday package for golfers. It contains, in addition to one-half dozen of the well known "U. S." Royal Golf Balls, an assortment of other items of practical use and interest to every golfer, fully described on the inside pages of this folder.

The price of "The Golfer's Gift Box" is \$3.50, enabling you to resell at the popular gift price of \$5.00. And turn over a good profit.

Orders are now being taken for holiday delivery. We suggest that you send for a sample Gift Box today. A post-card order blank is enclosed for your convenience.

Yours very truly,  
**UNITED STATES RUBBER COMPANY**

**For Christmas, 1924—The Golfer's Gift Box**

**Exhibit 7. (Left), A combination circular and order blank that distributes many thousand packages of Beech-Nut products. (Right), How the United States Rubber Company sells golf balls to put under the Christmas tree**

experiment to determine the real value of this plan for selling golf balls, but adds that the first results "give us affirmative feelings rather than negative." Mr. E. C. Conlin, of the company, in writing about the package plan of selling golf balls, gives these interesting reflections:

You mention in your letter that you find yourself buying tennis balls put up in boxes of three. This plan is followed by the Pennsylvania Rubber Company. A number of years ago, when I used to advise Spalding on such matters, the idea was submitted to me by the Robert Gair Company, and I turned it down for the reason that I believed that, when players bought tennis balls, they wanted to squeeze them to see if they were hard.

I am told by the Pennsylvania people that they find this method of packing a decided success; that a great many dealers have told them their losses on tennis balls had been reduced to a minimum by people coming into their stores just simply putting one of these boxes in their pocket. Spalding and some of the other golf ball manufacturers are carrying out the same idea by putting three golf balls in a box, thereby getting a sale amounting to \$2.25 rather than a single sale amounting to 75 cents.

That idea, I think, is a good one, particularly if a man is trying out a new golf ball—he may not be playing well when he uses the first ball, and will decide the trouble is with the ball; but the second or third ball may be played with when he is in a different mood and makes a good score; then you have a customer.

Exhibit 7 gives an idea of the letter used in appealing to Christmas buyers. This is a four-page letter, the inside pages of which contain details under the heading "What the Gift Box Contains," as well as a full page illustration of the attractive contents of the box.

A personal name on the literature you send out often means a lot, but if it is not possible to learn the name of the person who ought to give attention to your message, try the method of putting on some such line as the following:

"For the man responsible for sales."

"For President of Pastor's Aid Society."

"For the solicitor of new accounts."

"Something that will interest your testing department."

Even a printed line of this sort on the address side of your folder will usually induce proper routing.

It is a fine thing to tie up sales literature with local conditions.

If I get a bit of printed matter from some automobile concern suggesting that I take a trial spin in the car on College Hill or South Side Hill, of my home town,

whether he had five hundred or five thousand names on his list. If there were no hills in his city, we mentioned nearby towns, boulevards or streets. For example, in Chicago we suggested that the writer test the Auburn by a drive around the boulevard system.

This reminder may be an old one. Just the same, don't forget the importance of your opening paragraph, be the advertisement a letter, a folder, a card, or something else.

J. W. Roberts & Son, the cigar people, of Tampa, Florida, sent me a letter with this beautiful left jab straight between my eyes:

Knowing that all advertising agencies need good cigars to pass out to clients and business friends, we make this offer of individual cigars.

We simply ask that you permit us to send you, at our expense, (not C. O. D.) 100 freshly made Robert Perfectos, etc.

Of course that gets my attention. Roberts easily changes his opening paragraph to fit a score or more of classes of business men. His solicitation gains 100 per cent by tying the appeal up to one class.

Another unusual letter, together with a folder and order card, that came across the desk recently, is one from the New Process Company, of Warren, Pennsylvania, beginning:

Will you give me a little information about yourself—just your height and weight?

I want to send you one of our famous "Keep Warm" Ulsters (designed especially for substantial business men) for you to examine, free of charge; but I can't send one in your size without knowing your height and weight.

I doubt that it is necessary to include the "substantial business men" statement, though it may be true that some men will feel flattered by being included in such a list.

The results of this New Process Company letter cannot be here stated, but it is known that the appeals of this concern bring a good response.

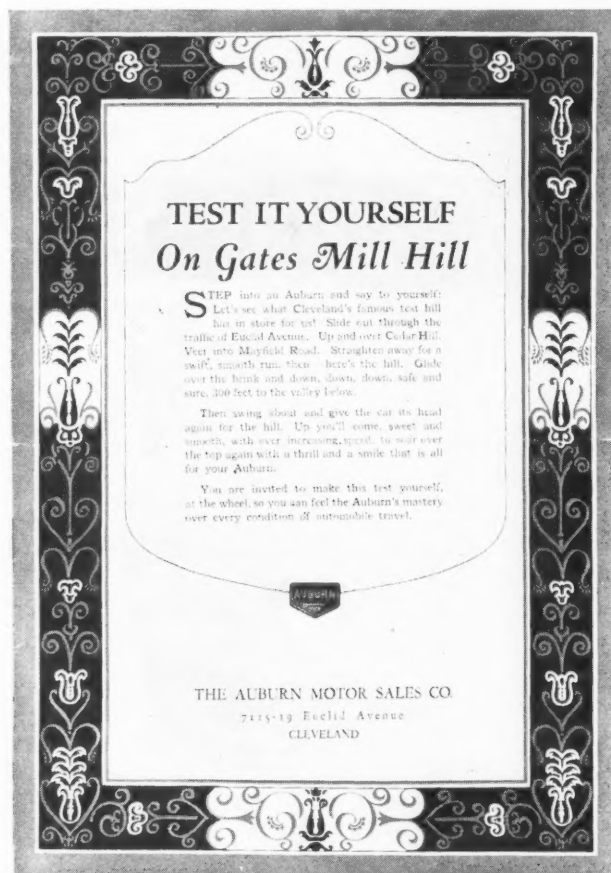


Exhibit 8. An automobile circular that is strongly localized by reference to hills familiar to the reader

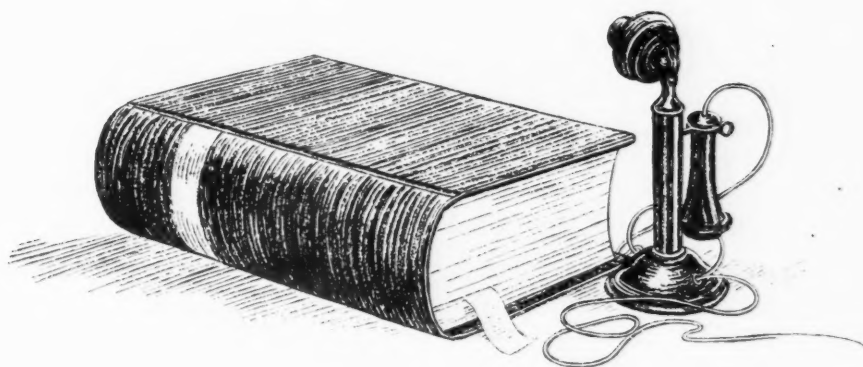
I take an unusual interest in the message. The Premier Company, of Cleveland, sent several specimens, showing how this thought has been worked out in the first page of a folder exploiting the Auburn Eight (Exhibit 8.)

In this specimen "Gates Mill Hill" is used as the point of contact. This reference means something to a resident of Cleveland.

The Premier Company adds:

In each and every city the copy on the first page of this letter was localized both in heading and text, meaning separate composition for each dealer, regardless of





# The big book makes buyers wary

The big, heavy book, planned with so much care to help the salesman, often prevents the buyer from giving him an interview

BUYERS are wary of the salesman who carries a bulky book.

You know how it is yourself. You are more willing to listen to the man who comes in "light."

And you shun the fellow who appears to be carrying the "History of the World—in One Volume."

The big, heavy book, planned with so much care to help the salesman, often proves the barrier that prevents buyers from giving him an interview.

If your catalogs, data books, and sales manuals are now printed on ordinary paper, you can reduce their weight and size at least fifty per cent by using Warren's Thintext.

A sheet 25 x 38 inches weighs less than one ounce. A book of 1184 Thintext pages is only an inch thick.

The book that looks formidable

in your salesman's hand or briefcase can often, if printed on Warren's Thintext, be slipped into his coat pocket.

He can keep it out of sight until he has won the prospect's interest.

Warren's Thintext is strong. It stands thumbing and handling so well that prominent life insurance companies use it in their rate and data books—and mail order houses use it for their much-handled catalogs.

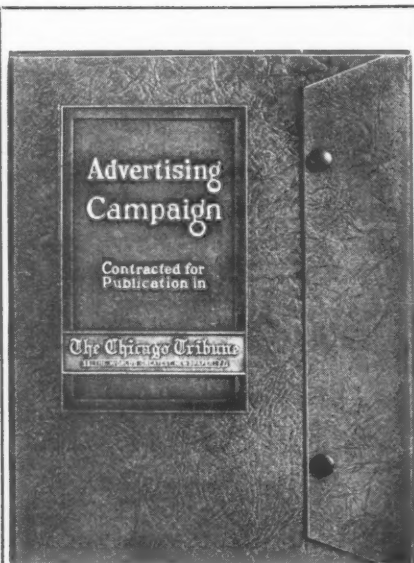
We have published a booklet, "How to Plan Printing on Warren's Thintext." This booklet shows interesting examples of salesmen's books reduced to pocket size, and trifling weight, by printing on Warren's Thintext.

A line to us will bring this booklet to your desk. No charge. Address the S. D. Warren Company, 101 Milk St., Boston, Mass.

## THINTEXT

one of WARREN'S STANDARD PRINTING PAPERS

*Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding.*



## Salesmen's Portfolios Made of Super-Finish Art Leather

MANUFACTURERS, as well as advertising agencies, find in our Super-Finish Art Leather portfolio an effective means of presenting their selling and advertising campaigns. It affords that prestige which favorably impresses prospective buyers with your proposition. This handsome portfolio in the hands of your salesmen assures immediate and lasting attention and the "right of way" to the buyer's desk.

*The Chicago Tribune has found the one illustrated above to be of great assistance to their salesmen for merchandising an advertising campaign. It will prove just as helpful to your salesmen in selling your products or service.*

Super-Finish Art Leather looks and feels like leather, but wears better and costs less. It costs but a trifle more than ordinary cloth bindings. Your trade mark, slogan, package or product can be embossed in high relief, giving the appearance of hand tooled leather, and the decorating in many colors lends opportunity for a great variety of effects.

*We also specialize in Super-Finish Art-Leather Catalog and Book Covers, Boxes for Manufacturers' Sample Lines, Loose-Leaf Covers and Advertising Novelties.*

Send for samples and quotations.

**The United States Binder Co.**  
225-231 West Ohio Street  
Chicago, Illinois

## Do Enclosures Pay?

Several inquirers wish to know what this writer thinks of the plan of distributing their sales literature by enclosing it with the mailings of other firms. It seems that offers have been going out worded something like this: "We are successful mail-order advertisers and right now are planning to cover a list of ——— million Ford-owners (or some other class). We will, at an attractive rate to you, enclose one of your circulars."

The proof of any pudding, cake or pie is the eating of a slice. In general, the sending of advertising in inharmonious bulk hurts the efficiency of each advertiser's message. If those who are proposing to send out the announcement of other advertisers in connection with their own expect to mail packages or envelopes with dozens or scores of pieces in them, the result does not seem promising. It is true, on the other hand, that

hundreds of advertisers are constantly losing the efficiency of the single stamp in their own advertising and in the advertising of the retail dealers who handle their goods.

A New York state manufacturer of office specialties has said that he pays the entire cost of his correspondence department through the mailing of small folders in daily correspondence, bills, etc. This is a profitable way of bringing certain specialties to the attention of buyers of business products. A special campaign on each of these little specialties would fail to bring results that would warrant the cost.

But it's a good plan to try a few thousand names with the bulk idea before launching into such a method seriously.

You needn't be fearful of using the plainly printed letter. I am not at all opposed to typewriter

HENRY MORGENTHAU, JR.  
PUBLISHER  
BIRGE KINNE  
ADVERTISING MANAGER

**AMERICAN  
AGRICULTURIST**

461 FOURTH AVENUE  
NEW YORK

Circulation over 130,000

November 12, 1924

Dear Friend:

I want to tell you a little "bull" story.

I inserted the advertisement reproduced on this page in the November 1st issue of the American Agriculturist. The same week I had a telephone call from Mr. E. Virshup of Newburgh New York inquiring about the bull advertised in the American Agriculturist. I told him to come over to my farm and look the calves over for himself. He was so pleased with the bull and three heifer calves he saw, that he bought all four for \$500. and paid down \$100 cash.

This makes the 9th calf I have sold this year through the advertising columns of the American Agriculturist.

**\$25 Down Buys  
HOLSTEIN BULL**

We have several exceptionally well bred registered Holstein bull calves that we offer for sale on the installment plan. Here is your opportunity to breed into the purebred gene without an immediate outlay of cash. This should appeal to the average farmer who wants to breed the average produce of his herd without having it cost him too much money right on the jump.

**30% OR 50% DOWN**

Among the bulls for sale is a really-bred son of the best bull ever of King Septimus 1916, who had 14 calves in the famous King Septimus 1916, who was champion sire of the world's best milk record, over 100,000 pounds of milk in 1916. This bull calf has a record of over 24,000 pounds of milk in 1916, and is a son of the famous 1916 bull, who has 16 30-pound daughters. This is the greatest purebred Holstein bull ever of the famous milk sire, the famous 1916 bull. This wonderful bull animal can be bought on very attractive terms considering the high quality of his breeding.

*Write for particulars*

HENRY MORGENTHAU, JR.  
Fairhill Farms, Hopewell Junction, New York

I got a double kick out of this sale. First, the satisfaction as an advertiser with the results gained through an insertion of a single advertisement; and second, the knowledge, as publisher, that my paper is producing results for my advertisers.

Sincerely yours,

*Henry Morgenthau, Jr.*  
Publisher

HM, Jr./HS

Exhibit 9. A "bully" good letter for advertising promotion

# Cataloging the Methods of Advertising Men

How One Company Describes the Methods of Many for the Benefit of Each. An Altruistic Policy that Makes Sales

**A**BOUT three years ago a manufacturer began to realize the need of more selling effort. No rival had ever attempted to foster the existing demand. There were no precedents to follow. He had to go back to fundamentals to get a true picture of his position.

Advertising had been developed, he reasoned, by two forces:

—First, there was the manufacturer forced by mass production to find a method of mass selling.

—Second, there was the publisher forced to furnish the most complete information, news or fiction, who needed additional revenue.

So, the manufacturer eventually bought space to tell the millions about his goods. The publisher sold it to keep down his subscription price.

As circulations grew space became more costly. The buyer studied advertising that he might make the most from his investment—the seller, that patronage might be continuous, prompted by different reasons, both have worked to make advertising pay.

The conviction was borne upon him that there was one form of advertising used by a vast number of the leading advertisers as well as the larger number of small ones which had increased in volume mainly through the ingenuity of the buyer with scant effort on the part of the seller.

That form was blotter advertising. And he was a maker of blotting paper.

It required no Sherlock Holmes to discover the relation between advertising and paper sales. The advertising man has helped to sell the output of the paper mills no less than he has aided in selling the capacity of the country's presses.

A big order for newspaper advertising sold by newspaper representative or agency called for newsprint. A big magazine campaign invariably resulted in orders for tons of book paper. Street car cards and displays called for board.

When advertising commenced to work for any house, more booklets and catalogs and letters were necessary. That meant orders for book and bond paper. More of the products were sold and that meant more containers—more box board.

Blotting alone of all the papers benefited but little from the efforts of advertising men and publishers. Only here and there had a printing or lithograph house actually sold blotter advertising. In the main it had been bought.

Quite a large number of well known products had for years used quantities of blotters. Dealers in nearly every line employed them.

To sell more paper, reasoned the paper maker, he must create more blotter advertising. He must help to make blotter advertising better.

No one man, no matter how great his imagination, could think out all the ways that blotters might be employed. Even were this possible, the result would be fiction—not fact.

The situation called for wide distribution of two books among advertisers, agencies, service organizations and print-

ers. First, a handbook or Dictionary that would show every known way in which blotters were successfully used—the kinds of copy employed.

Second, there was need of a holder or Scrap Book that would contain reproductions of the actual blotters that were used.

A method was worked out which resulted in having observers in many States send in blotters they found in circulation with the stories of how and why they were used. These reports revealed remarkable ingenuity on the part of retailers in using blotters which the national advertiser furnished.

The stories of how they were employed were told in a book called "The Dictionary of Blotter Advertising." The blotters were reproduced in another volume called "The Scrap Book."

Out of the thousands of samples, it was found that there were just six major forms or purposes of blotter advertising and these were analyzed and described.

Here are a few interesting samples. The National Biscuit Company enclosed a blotter with checks to their stockholders urging them to boost their products—pointing out that they should be customers as well as stockholders.

A firm of engineers with customers throughout the United States realized that their prospects might never have seen one of their buildings. So each new building is pictured on a blotter and sent to their mailing list.

A building supply house uses as unique blotter advertising a well known cement to advise contractors each week of contracts to be let.

A sick salesman by means of blotters and letters sold more goods while in the hospital than he ever had sold before in a like period on the road.

An optometrist took an unique eye-test blotter furnished by the manufacturer to the schools in his community and as a result tested the eyes of the children and

sold more glasses than he had ever been able to sell before.

A manufacturer selling to about fifty industries found trade advertising out of the question and so publishes a monthly house organ blotter that goes to his carefully built up mailing list.

Makers of packaged goods were putting blotters inside the packages with one of five objects in view:

- to point out the product's advantages.
- to show uses and thus increase consumption.
- to demonstrate the right way to use and prevent dissatisfaction.
- to introduce a new member of a family of products.
- to build up a mailing list of actual users by offering recipe books, etc.

So interesting was this phase that a special book was written called "Packed With Product Advertising," which started keen interest in this now much discussed subject.

Another book was widely distributed showing retailers why they should stock advertised goods—make use of dealer help blotters—and how to do retail advertising by direct mail and mass distribution.

The Dictionary and Scrap Book are today in the libraries of universities, agencies and advertisers—considered as a text book on a hitherto untouched subject.

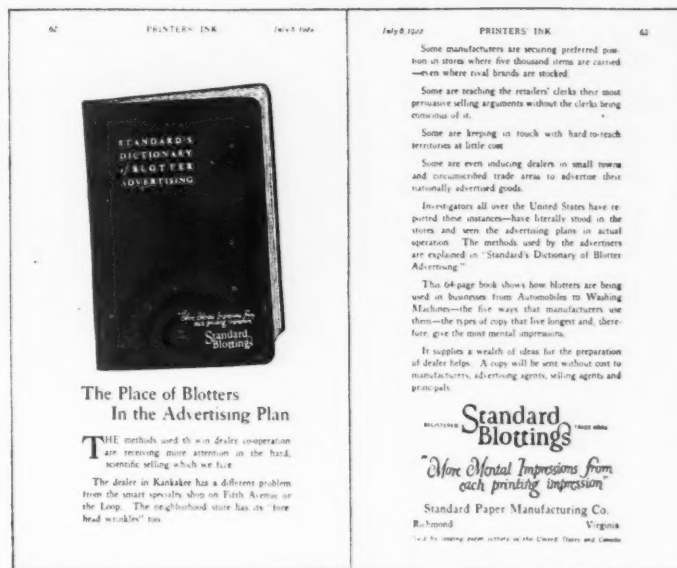
These two books will be sent upon request to executives who read SALES MANAGEMENT.

**Standard Paper Manufacturing Co.**  
Richmond, Va.

Makers of Ink-Thirsty

**Standard Blottings** TRADE MARK

Sold by Leading Paper Houses in the U. S. and Canada.



The Place of Blotters  
In the Advertising Plan

THE methods used to win dealer cooperation are receiving more attention in the hard, scientific selling which we face.

The dealer in Kankakee has a different problem from the smart specialty shop on Fifth Avenue or the Loop. The neighborhood store has its "low head wrecker" too.

One of the first advertisements of Standard Blottings.  
Nearly 10,000 requests have been received for this book.



# A Letter Criticism Service

## —for 20 cents a letter

**N**O sales executive has the time to analyze and criticize all the letters going out of the sales and other departments. There is need for improvement in the letters being sent out by most companies, but the lack of a method for getting criticism in a diplomatic, helpful, economical way, to those writing letters for the house, has never been available until the introduction of the new Dartnell Better Letters Bulletins in connection with the Dartnell Sales Service.

### *Are You Satisfied With the Letters Sent Out by Your Various Departments?*

Do you feel that the letters of your correspondents could reflect a greater amount of the attitude of the house behind them? Do you believe that other departments of the business could very easily give their letters a better "sales twist" with little extra effort on the part of the writer? Do you want all letters to have a greater element of good-will building?

### *Give Correspondents a Sales Point of View*

The new Dartnell letter criticism service issued every other week answers this need. The purpose of the bulletins in this service is to give office employees charged with handling correspondence of all kinds a sales point of view. In other words, even collection letters and the regular routine correspondence can be made to have some favorable bearing on building business.

#### **Complete Dartnell Service for Sales Executives**

The Dartnell Sales Service does not pretend to tell sales managers of wide experience how to do something they are already doing. It is not a "pep" service or "course" in sales management. It is purely and simply a clearing house for sales plans and ideas.

#### **Sales Executives Service**

Includes a special report of current Dartnell Staff investigation of sales methods or practice every other week, (2) an assortment of loose-leaf sales plans, data and statistics every other week, (3) a weekly card index digest of all articles appearing in current publications of interest to sales executives, (4) a four-page Better Letters Bulletin for sales and collection correspondents every other week.

#### **Salesmen's Bulletin Service**

Includes a weekly supply of four-page News Bulletins for remailing to salesmen. The first page may be either blank or with a standard type-written letter which any sales executive can endorse. The inside pages are a miniature newspaper filled with news about what other salesmen are doing. The back page is a bulletin board for subscriber's own message to his salesmen.

### *Improve Employees' Letters to Customers*

We contend that every letter you send out is a sales opportunity. The new letter criticism service should enable you to steadily extend your good-will through the right sort of letters.

### *Better Letters Bulletin Issued Fortnightly*

The Better Letters Bulletins, with their constructive criticism of letters from subscribers, will be sent out fortnightly, and by these demonstrations of the right and wrong way of writing a business letter we hope to forcibly impress members of an organization like yours with the possibilities in making every letter—even about a disputed account—a sales missionary.

**TRIAL PERIOD** We have an arrangement whereby the Dartnell Service can be tried out in your organization. We would like to have you satisfy yourself, once and for all, whether the service we are offering will help you increase sales.

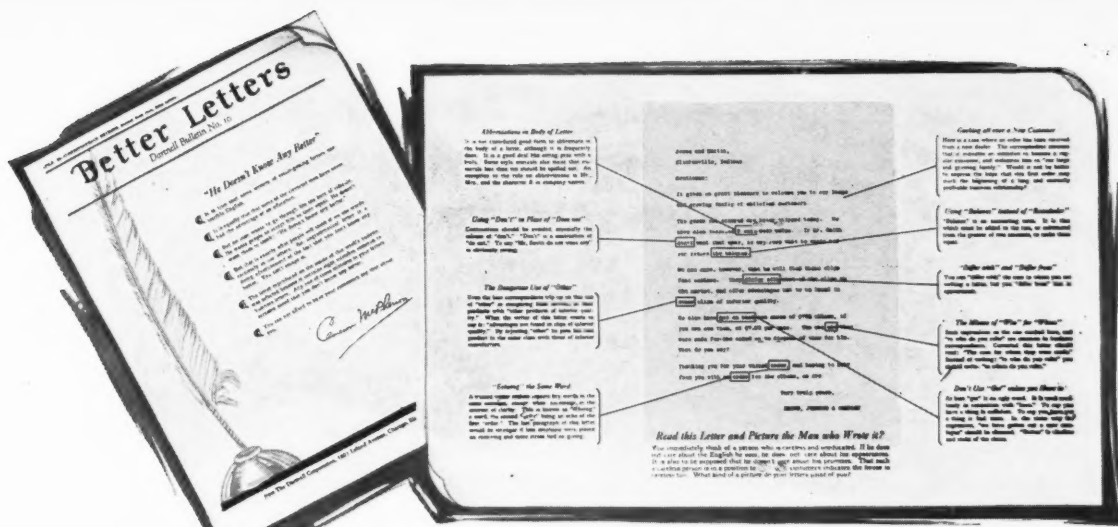
MAIL THIS COUPON FOR INFORMATION

THE DARTNELL CORPORATION,  
1801 Leland Ave., Chicago, Ill.

The new Letter Criticism feature of the Dartnell Service sounds like something good, and I would like to have more detailed information regarding the Better Letters Bulletins and the complete Dartnell Service.

Name.....  
Company.....  
Address.....  
City.....  
Line of Business.....

- ☐ We have a sales correspondence or promotion department.
- ☐ We want to give a sales twist to routine letters of other departments.
- ☐ Tell us how your letter criticism service will improve our sales department's letters.



# Better Letters Bulletin

An Ohio sales manager reported to one of our men that he had just gone over some of the letters in the file and was amazed to find the majority of them were of such a character that he would have prevented them from going out if he had seen them in time. This is a typical case. Not all of the letters sent out by the average concern are bad. Those written by the top grade executives are usually forceful and convey the right impression. But their letters are in the minority.

The great correspondence problem of every concern, large or small, is to provide a method that will cause the majority of their letters to be in the class which conveys the right impression and contributes to building more sales. It was for this purpose that Dartnell Better Letters Bulletins were developed.

There is no cut-and-dried system for getting big ideas into little letters. There is no formula or secret rule that can be imparted to correspondents to suddenly turn their letters from bad to good. Perhaps it can be done by one of the top grade executives personally criticizing every letter. But lack of time and expense make this impossible.

Dartnell Better Letters Bulletins can do this for you by taking typical letters sent in by subscribers, analyzing every weakness in the letter and constructively criticizing it. In addition to the letter analysis, one page of each bulletin is given to a discussion of the points that must be considered in getting the right attitude into the letter.

*for example—*

Anticipating a Customer's Next Question  
Putting a Handclasp into the Letter  
Why Sarcasm Has no Place in Business Letters  
How Long Should a Good Letter Be?  
Why Do People Reply to Your Letters?  
Using One Customer to Influence Another  
Magic Words that Make Sales  
"You-ing" the Customer to Death  
Getting an Enclosure Read Carefully  
The Right and Wrong Use of Commas  
Paragraphs that Touch a Responsive Chord  
The Difference Between Gushing and Selling

Everywhere can be found good books and courses on the rather hackneyed subject of business letters. But the value of Dartnell bulletins lies in the fact that they do not lay down a lot of meaningless rules which are too soon forgotten, and they actually show the principles of good letter writing IN ACTION.

*We urge that you immediately write for samples of the Dartnell Better Letters Bulletins and get more detailed information as to just how the Dartnell letter criticism service can be used in building increased sales through the letters going out from your various departments.*

## THE DARTNELL CORPORATION

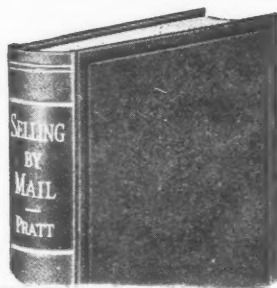
*World Clearing House for Sales Management Practices*

London

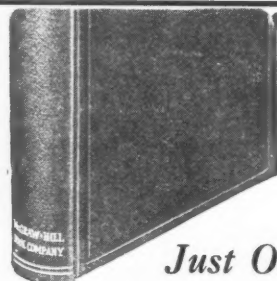
Chicago

New York

MAIL THE COUPON ON OPPOSITE PAGE



## A book to insure your mail sales success



*Just Out!*

# SELLING BY MAIL

By Verneur Edmund Pratt

President, The Pratt & Lindsey Co., Inc.

428 pages, 5x8, illustrated, \$4.00 net, postpaid

This new book covers every phase of the art of making sales and customers through the mail. It gives for every angle of mail sales work just what practice has proved to be profitable, just what experience has found worth while.

The author has drawn on his long experience in this work for definite, concrete facts about mail-order possibilities, market analysis, campaign preparations, mailing lists, mail-order appeals, mail-order copy, layout, illustration, booklet and catalog making, sales letters, order blanks, follow-up, credit and collection practice—every element that enters into the successful capture of a mail market.

### Describes every detail of the best mail marketing

One big section of the book contains valuable, usable material on mail-order media, showing with satisfying completeness just what may be expected from some and what from others.

Another section gives the soundest kind of information on specific applications of mail-order principles—specialized practice to meet the requirements of specialized ventures—individual treatments depending upon the character of the business and the extent to which mail sales are desired.

The entire book is fact-packed with good, sound, needed mail-order strategy.

### Plan your next campaign with it

You will find every one of the thirty-two sections filled with definite, usable material which can be applied to your own needs.

You will get from the book hundreds of profitable possibilities—new suggestions—new avenues of mail-order technique—new ideas about getting the most out of mail-sales work.

*Examine the book for 10 days free*

### FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.  
370 Seventh Avenue, New York

Send me for 10 days' free examination Pratt's *Selling by Mail*, \$4.00 net, postpaid.

I agree to remit for the book or to return it, postpaid, within 10 days of receipt.

Name.....

Address.....

Position.....

Company..... S.M. 2-24-25

ribbon effects, nor do I believe that we should do away entirely with the practice of filling in names and addresses on some letters. But the mails are so full of this kind of letter-message that cleanly printed general letters that include some interesting exhibit stand out by contrast.

In Exhibit 9, for example, a story about the sale of the bull is told interestingly. All advertising men are interested in copy that pulls orders; so the reproduction of the advertisement itself was a happy idea.

Publishers who are inclined to argue that all direct advertising is wasted effort and so, incidentally, do a lot of very poor direct advertising, may well take a lesson from Exhibit 12. Details about successful campaigns do a great deal more toward proving the value of a medium than the hackneyed arguments about the "lineage gained last month."

## The Envelope Order Blank

When someone asks: "What's the big problem in advertising and selling?" I am inclined to answer: "To induce action, or, to put it another way, to overcome Old Man Inertia."

Many little things there are that may keep the prospective customer from sending an order. Some of them are insignificant—the fact that a pen isn't handy; that he hasn't a stamp; that he doesn't know the address, or has lost the order blank or the envelope. But we have to deal with old Human Nature as she is—lazy, forgetful and inclined to let things take their easiest course.

A new ordering device has come out in the last few years. One sheet of paper is a combination order-blank and envelope. It saves paper and insures against the envelope becoming separated from the order-form. Furthermore, when the order is received, the original envelope is a permanent part of the file, a feature that often helps.

This modern order-blank comes along attached to a readable catalog of recent Scribner books. Such a solicitation makes ordering almost irresistible, even when our

bookshelf is packed full of good volumes that we haven't yet had a chance to read.

## A Good Dealer Letter

A local dealer in books and stationery sent out the letter quoted below calling attention to a window display of a fire-tested safe supplied by the Globe-Wernicke Company. This was a four-page letter, the inside of which contained illustrations and details of Globe-Wernicke metal equipment.

You are Interested:—

A Safe is safe, only when it can offer full measure of protection.

Do you know the rigid tests to which a G.-W. Safe is subjected, before it is given its Underwriters label?

Much has been said and can be said about the efficiency of these tests, but when you see the actual results of such tests, you will be more than ever convinced that G-W Structural Steel Safes are built to endure the "Acid Test."

We have arranged with the Globe-Wernicke Co. to ship us a Structural Steel Safe that has actually been subjected to the Fire Resistance Test. This will be displayed at the store for a short period beginning Saturday, November First, for your inspection. All the Test records will be here, so that if you are so disposed, you may check up every requirement.

You are cordially invited to inspect this Safe and take the opportunity of questioning the G-W representative who will be here.

Do not miss this chance to satisfy your desire to know something definite about real Safes.

CHARLES J. MONTAGUE.

Homer Buckley is right when he argues that one of the weakest links today in the handling of business literature is the delay in getting it to the inquirer.

Interest may be red-hot for a while, but it cools rapidly. Let the inquirer wait a week needlessly, and many things may happen. He may change his mind. Men as well as women do change their minds. He may spend his money for something else. And, alas and alack, some competitor who is not so dod-gasted busy or who has simpler office routine, may get his catalog or folder to the inquirer two days ahead of your delivery. When everything is anywhere near equal, I bet my money on the man who gets his information to interested prospects first.

I add to Homer Buckley's caution this free advice—given many



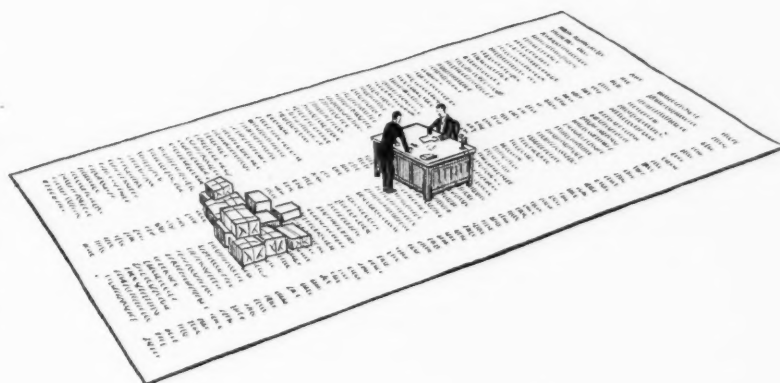
times but needed today: For Heaven's sake and your business' sake, answer the inquirer's special questions. I wrote a few weeks ago to a steamship company, inquiring about a Bermuda trip—a sale that, if successful, runs to hundreds of dollars. I asked a perfectly natural, sensible question (so it seems to me) about the practicability of remaining at Bermuda three to four days. I got a beautiful prospectus—art work and fine printing galore—but only a stereotyped form letter. Mind you, I believe in form letters. They serve a useful purpose and we do well to use them whenever they serve the purpose. But I haven't found any big business yet that can be run in machinelike fashion by the use of form letters only. It pays to write the special letter, when it is needed, no matter if it does cost you 27 cents or 43 cents. Even if, with careful search, the inquirer can dig the information somewhere out of a big prospectus, answer his natural question by at least showing where in the printed information he can learn what he wishes to know.

### *Serving Dual Purposes*

If it's to be a bit of literature for the retail dealer, and it is at all possible for you to make the literature serviceable to him outside of selling your own product, carry out that plan. Everywhere I see druggists putting up signs and counter cards that exploit their prescription service or some other general feature of the store. Naturally, those who send out these displays hitch up something about their own products but the point is: appeal to the selfish interests of Mr. Dealer and he is more likely to adopt your suggestion. He is ordinarily unlikely to boil all over with enthusiasm about the selling of your particular product.

One of the producers of a building material is making a hit right now with a paster that dealers can put on their bills suggesting prompt payment in a tactful way. The dealer is always up against this problem of getting prompt payment.

Probably the most conspicuous success of this kind was the Coca-Cola window paster for drug



## MAGIC CARPETS

(1925 MODEL)

Using Donnelley compiled lists of Automobile Owners will enable you to cover in a few hours territory that would take months by ordinary selling methods. It will enable you to select both the territory you want to work and the individual prospects most likely to be interested. (Make of car owned is a fair guide to tastes and income.) It will enable you, through the literature you send out, to show your goods, to present your proposition with the wide vision and complete information of the chief executives rather than the bias of individual and possibly uninformed salesmen.

New lists for 1925 are being made up now. Find out when they will be ready for the territories you want to cover and get an idea of the cost.

### The Reuben H. Donnelley Corporation

Nevada, Iowa

*Specializing on Automobile Owner Lists  
and Automotive Statistics*



# WHY Should the Devil Have All the Good Tunes?

**OF** course jazz methods might sell a \$3000 motor car, a fine reproducing piano, a de luxe tire, or any other quality product. But distinction, prestige, atmosphere—the mirroring of fine quality in a fine way—are not incompatible with applied direct advertising.

For twenty years Caxton designers, artists, engravers, photographers and printers have been schooled to present Distinction by print and picture.

This experience cannot be duplicated.

Nor can the exclusive methods and sound merchandising plans which constitute Caxton Applied Direct Advertising.

In other words, Caxton a.d.a offers the makers of prestige products a service that is as unique as it is profitable.

Write for specimens of a.d.a campaigns executed for firms whose judgment you respect.



**THE CAXTON COMPANY**  
*Applied Direct Advertising*  
**CLEVELAND, OHIO**

stores. The word "Coca-Cola" was in the center with such words as "Drugs" and "Prescriptions" on the ends. The strips were made in various sizes so the representative could fit them to drug store windows of different widths almost as well as if they had been painted on by an expert.

One manufacturer has been able to get several million illustrated arguments for his product distributed by printing it on the back of a cheap but serviceable envelope for retail dealers. They use this bit of advertising a dozen times where they would think once of using a folder or booklet.

If one of your bits of business literature consists of a practical specialty like a diary, a vest-pocket memorandum book, etc., you do well to incorporate into it a certain amount of real information about your product.

One large user of memorandum books not only carries two compact pages of readable information about the use of his product, but also a page consisting of an inquiry blank or form which the reader can use in getting specific information. Every week in the year a good-sized handful of these forms comes to the home office of this advertiser. Experience proves that they are really worth just as much as any other inquiries, and getting inquiries of any kind costs money these days.

If you have two to three inches of space at the bottom of your sales letters, that space makes an ideal order or inquiry form. Just run a dotted or broken dash line across the page and set up your form much as you would a coupon form in a magazine advertisement.

In a recent test on direct-by-mail advertising, about 99 per cent of those who ordered goods used an order form of this kind. The customers were housekeepers, and as the amount of the purchase was small, this handy form saved them the trouble of writing a letter.

A point to be borne in mind in favor of this plan is that there is no loose order form to be overlooked in sending out the mail, or to be mislaid by the reader before he or she has a chance to act on the solicitation.



## FREE Advertising for YOU on Your Dealers' Store Fronts

A BRIGHT, beaming Federal Electric Sign on your dealers' store fronts, telling everybody 24 hours a day to come in and buy your product—the most effective dealer tie-up you can get—constantly reminding prospects to buy your product, which they have seen advertised or heard about—NOW.

### **Blaze your trademark** *across the country in letters of fire!*

The most marked advance in dealer merchandising—bringing in actual sales day and night—will make your 1925 sales campaign a bigger and more profitable one.

Our Manufacturers' Service Representatives have all the data and can explain the plan in a few moments. Write, wire or phone us today—it won't obligate you—you owe it to your Company to learn the facts—NOW.

#### FEDERAL ELECTRIC COMPANY

*Manufacturers' Sign Service Division*

8754 South State Street, CHICAGO, ILL.



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A FEDERAL ELECTRIC SIGN IS THE CAUSE OF A BUSY STORE—NOT THE RESULT

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# 30,000 Irons Sold By 30,000 Letters

*Example of What HOOVEN LETTERS Will DO in an  
Extremely Difficult Field*

A careful check-up on results obtained in the marketing of electric irons by a Chicago manufacturer, discloses that over a period of time, sales have averaged one for each letter sent out. This does not mean that every letter brought in an order, which would be an impossibility; but the grand average after long experience shows the remarkable record of 30,000 electric irons sold by 30,000 letters.

## *Users commend them*

**A big national bank;** "The Hooven does everything the Company claims it will do. We do not see how we could possibly get along without the machines. We are glad to recommend it \* \* \*."

**Automobile accessories;** "We have never found any method previously anywhere near as satisfactory. \* \* \* The saving in the expense of personally written letters, without having a whole army of operators, is the big item and what helps bring in the business."

**A brick company;** "We find that each machine can turn out the equivalent work turned out by three ordinary typists. \* \* \* We use our machines in

answering all inquiries and in sending out follow-up letters \* \* \*. For this class of work we do not believe these machines can be beat."

**A vacuum cleaner company;** "Attached, please find order for one additional Hooven \* \* \*. Our present machine has been in continuous operation for practically two years, and I want to say that it has proven to be one of the best investments in office equipment that the company has ever made. During the first year of its use we figure that it paid for itself and actually saved us approximately \$2,000.00. This is not taking into consideration the increased business resulting."

**Hoovens are making thousands of dollars for hundreds of concerns—perhaps they can do as much for you. Why not write and find out if they can?**



HOOVEN AUTOMATIC-TYPEWRITER-CORPORATION

HAMILTON, OHIO

HOOVEN CHICAGO CO.,  
417 S. Dearborn St., Chicago, Ill.

HOOVEN LETTERS, INC.,  
387 Fourth Ave., New York City

*Eight Hoovens operated by only 2 salaries*



## **Write and get it—now**

General Sales Office, H. A. T. Corp.  
1100 Plymouth Bldg., Chicago, Ill.

Send your booklet, "MORE SALES," that tells how users increase sales, collections, etc., with genuine, personal, human letters at low cost.

Name.....

Position.....

Company.....

Address.....

Our latest booklet, "More Sales," describes a number of methods being used by various concerns in greatly increasing the result-producing capacity of letters and in cutting salary cost. Send for a copy.

## *News Value in Copy*

In the preparation of direct mail advertising, news value is too often overlooked, it seems to the writer. We have often noted the lack of newswiness in much of the direct mail advertising that comes across our desk.

Just recently a young man came to us with what he thought was a good lead for a new account. It seems that this young man had been assigned by a business paper to write a story on the developments in the use of machines for painting.

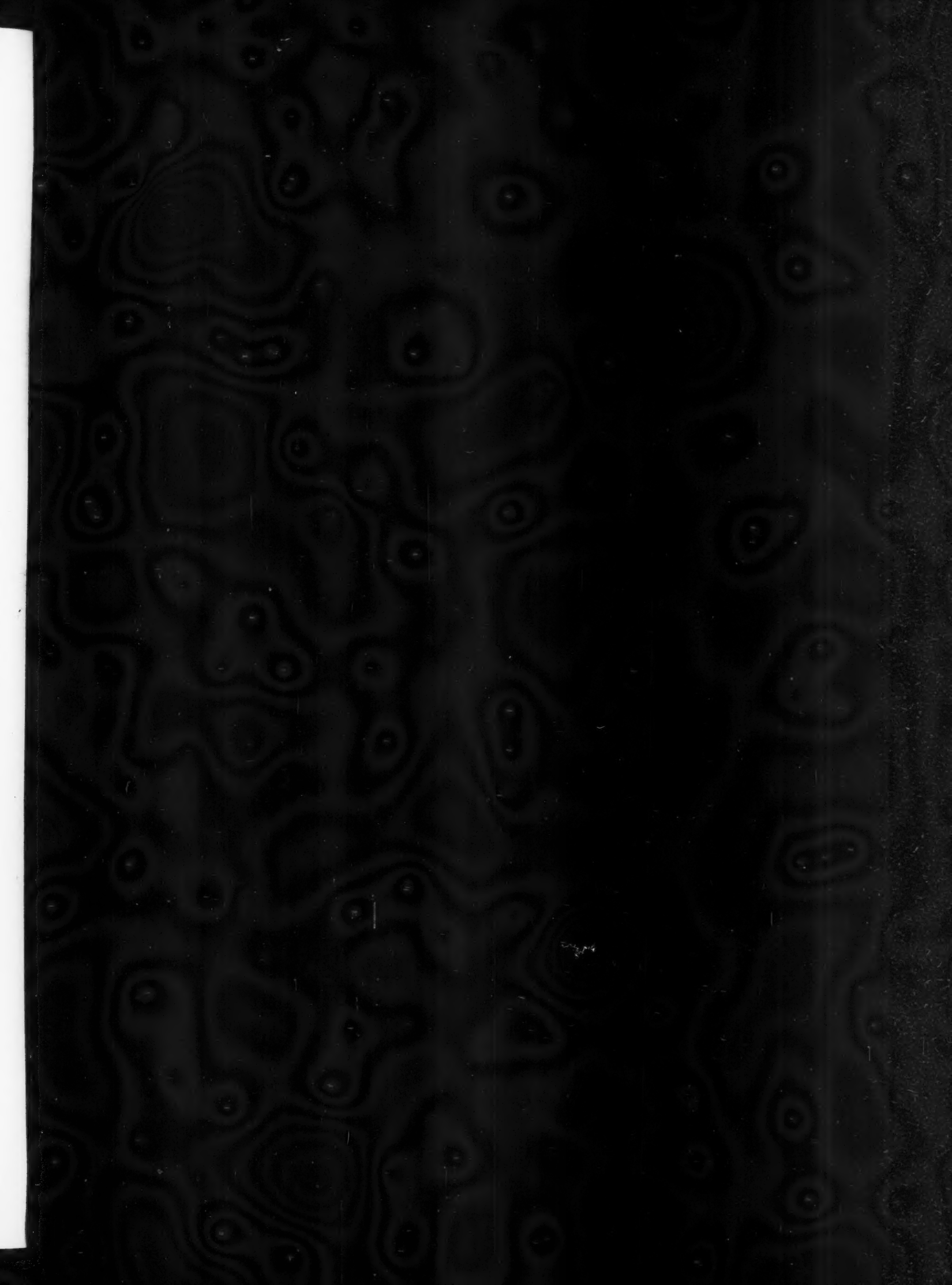
He had been out doing footwork trying to dig up some facts. The facts were easy to obtain and when the story was finished he called upon several manufacturers for pictures with which to illustrate the story. The only pictures available were ordinary stiff catalog pictures, severely retouched and about as interesting as the picture of a hole in the ground.

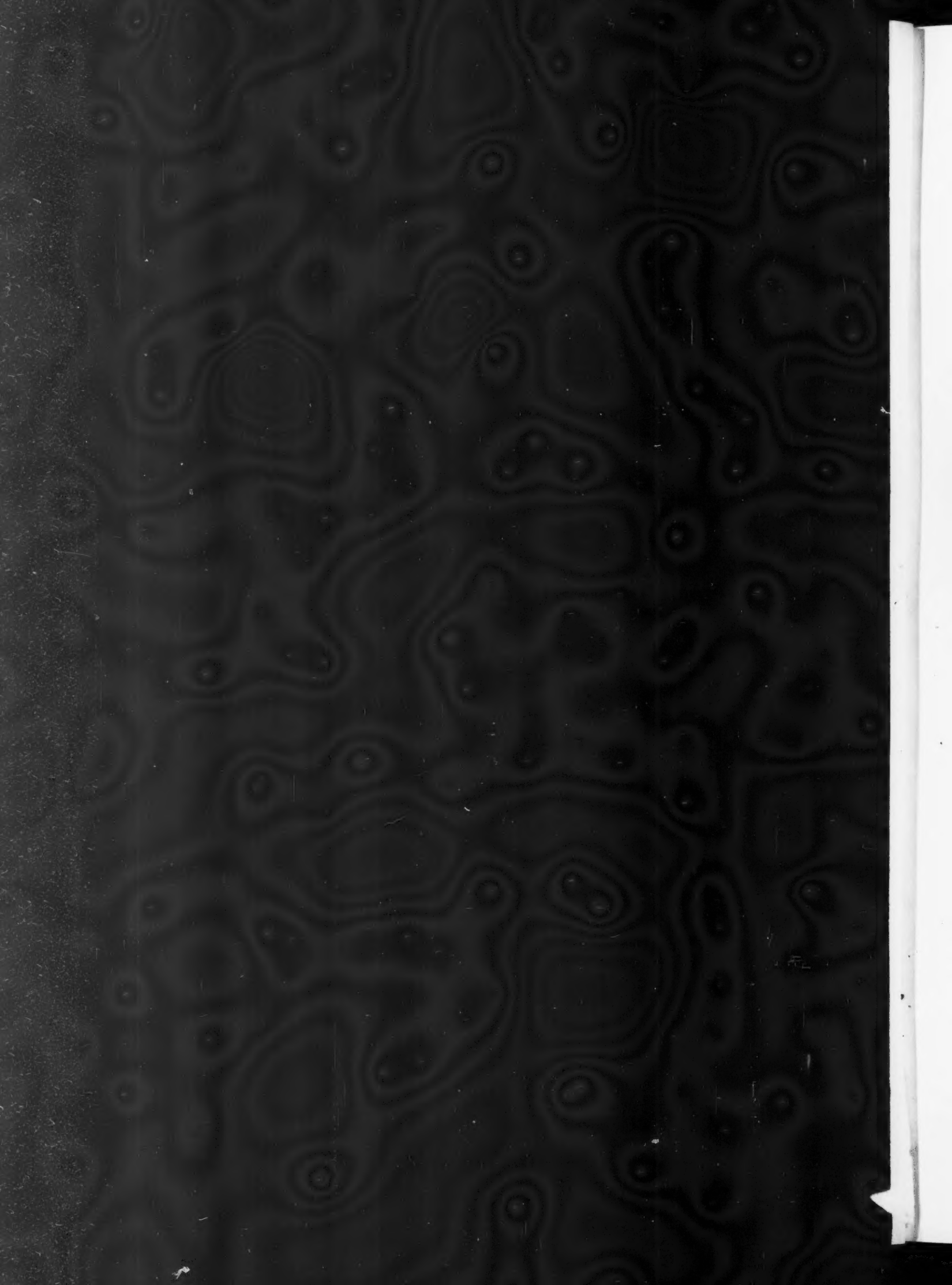
"Haven't you any action pictures—pictures that show the device in use? Something with some real painters in it?" he inquired.

"Why, no, we've tried to get some of these pictures," answered the advertising man, "but our customers will never send them in." The business paper reporter was a hustling young fellow and with a borrowed Graflex camera went out to "shoot" some action picture of the machine in use. The pictures he brought back told a better story than all the words which had ever been printed about the machine. One picture showed six men painting a small house by the old hand method. The other showed two men painting a much larger house by the new machine method.

There were other pictures which showed every phase of operation of the machine. Each picture told a story of its own. Placed beside the old lifeless catalog pictures these action-photos literally lived and breathed.

It seems that many advertising men could profitably study the rotogravure section of some of our modern newspapers. These sections show action photography at its best. Illustrations like these will add life and force to your sales literature.







# OUTDOOR ADVERTISING *is* INESCAPABLE



Whether Your Advertising Appropriation is \$10,000 or \$1,000,000 There is an Outdoor Advertising Plan to fit it

# On The Road to Progress



**A** trip to the county seat—  
what an event in 1900!  
Today, just a few minutes' motor trip. — The centralization of industries has brought Outdoor Advertising into a new field, as exemplified by the highway display. For reaching both city dweller and farmer there is no better medium. — The farmer is using advertised products more than ever before. Racine's experience with Horseshoe Tires verifies this statement.

Thos. Gsack Co.

# Waking Up the Small Town Retailer

What Happened When a Manufacturer Started In to Train Retail Salesmen as the House-to-House Distributors Train Them

*By Allen W. Rucker*

The Bristol Stove and Foundry Company, Bristol, Virginia

*The conclusion to an article in the last issue*

**I** PURPOSELY left for the last discussion of the most difficult of all cases—the dealer who will not or cannot take time to inform himself, and the dealer who is so overworked with detail that he cannot cooperate personally with our sales plans.

Here is a combination that is hard. I do not mean the relatively few retailers who never can be expected to succeed, either in our line or any other. We can leave them out of consideration. Every manufacturer gets a few of them on his books, but the credit and collection records will generally show them up, and when they are isolated, the best plan is to change dealers, or so we find it.

The kind of dealer who comes under this heading is the man who does a good business—who has “one-man” ideas, and whose business has grown beyond that stage without his knowledge.

## How We Handled One Case

We had a case (which eventually led us to the plan to be described)—the Globe Housefurnishing Company (which isn't the name naturally). The owner and manager seemed immune, was immune both to the leads furnished him by the advertising and to the postal information campaign. The salesman reported this man to be more than ordinarily capable, and strange to relate, actually a salesman. Yet, he did not or would not, or could not move our ranges.

The more we studied this case the more we became convinced that this retail furniture dealer was typical of a class that gives the average manufacturer more trouble than all other cases combined, simply because there seemed no practical way to reach him effectively.

Nor was this particular case the only one of its kind, and fortunately so for us. Had it been the only one, we would have considered perhaps rightly that the next move was a change. As it was, we had many more.

These others, in company with this first case, gave us trouble. A comparison of the percentage of sales made to “leads” furnished The Globe revealed an astonishing discrepancy—the dealer was not even approaching the average of sales by other exclusive authorized dealers in situations similar to his.

## An Unsound Management Policy

The bi-monthly postal card campaign did but little to improve the situation in this case, and to make the matter worse, this case led to the discovery of others, as I have already said.

The problem here represented is one which I believe will find its counterpart in every line and in every organization. Its solution, absurdly simple, came about almost by accident, and I have wondered ever since why the method has not long since been grasped and applied. The plan holds as brilliant a promise as any I have ever seen, and the results have certainly justified our expectations. As I said, it literally gave birth to itself, and in this way:

In making a periodical trip into the field, I was struck with the fact that the average small town retailer was not only covered up with detail almost incident to his business, but that he never seemed to grasp, or rarely seemed to grasp, the fact that much of this detail could be handled by cheap help.

Instead, he reversed the process and put cheap help (usually two or three young fellows) to selling—delegating the most important

function of his business to unskilled and frequently ignorant hands.

There was the trouble—the dealer himself could not, because of his inability to see that he was wrong in this respect and because such a failure forced upon him the necessity of doing detail work, either sell himself or learn how to sell our product!

The dealer opened all the mail—the clerks got no mail. The dealer talked to all the salesmen—the clerks rarely did so. The dealer received the salesman's message and our printed messages—the clerks got none of these. The dealer could not attend to our messages because he had the detail to attend to—the clerks had not detail, yet got none of our literature. The dealer waited upon only the best trade—the clerks waited upon the bulk of the trade.

## Educating the Dealer's Salesmen

Our leads were largely coming, not to the man we had been educating but to his uninformed clerks. These men, not knowing what we expected of them, simply could not talk to our prospects. These clerks, knowing nothing or next to nothing about our ranges, naturally talked when they did talk in vague generalities. Hence, the prospect, discouraged and perhaps disgusted, went away without accomplishing what she had come for—without getting a concrete demonstration of the facts we had been at so much trouble and expense to place before her.

Little wonder The Globe did not produce the business we expected. Little wonder others like it failed us. We lacked contact with the men doing the actual selling.

We proceeded to secure contact. If, we reasoned, concerns like the Comer Raincoat Company, The



***Sell where  
there's money  
to buy***

The six Southern states comprising the Sixth Federal Reserve District showed in 1924 an increase of \$120,000,000 in agricultural products over 1923.

You can cover New Orleans and its trading zone—first market of the prosperous South—at *one cost*, through

**The Times-Picayune**

**FIRST FOR THE SOUTH**

Represented in New York, Chicago, Detroit, St. Louis, Kansas City and Atlanta by Cone, Hunton & Woodman, Inc.; in San Francisco and Los Angeles by R. J. Bidwell Co.

Fuller Brush Company, the Curtis Publishing Company, and a score of others, could hire and develop untrained men into salesmen, and then make these men produce as a mass, then why could we not do likewise?

Why could we not "hire" these clerks of The Globe and other similar retailers, and make "New Bristol" salesmen out of them? Many of these clerks were young, ambitious fellows, ignorant of how to get ahead, yet anxious to get ahead. Why not capitalize their ambition?

And, even in cases where we had the cooperation of the dealer himself, would not the cooperation of his clerks be doubly effective? If concerns like the ones I have named could inspire men of the same type as a mass actually to produce, we could at least attempt to do the same.

#### Free Lessons in Selling

We backed our belief with action, and immediately a series of letters was prepared to be sent to the retailers in this third class. The first of the series is typical of the three in which we simply asked the dealer to let us help him to make his clerks more effective.

At once, we touched upon a sore spot, for the man who absorbs himself in details does so because he thinks no one can do it so well as himself. If he thought this of detail work, he evidently thought the average clerk stupid and inefficient. Hence, any thing which promised to make that clerk worth more won his immediate interest.

The results of this series of letters astonished us in spite of our strong belief in the efficacy of the plan. The first letter brought responses from 36 per cent of the total number of dealers. The two subsequent letters raised this percentage to 73.

Almost overnight we had recruited a veritable army of salesmen, all eagerly waiting for the free salesman's outfit and the free course in retail selling.

With these applications and appointments came letters from the dealers praising the plan. The demand for the outfits came very near swamping us. Requests flowed in from every territory—

they swelled into what seemed to us a tidal wave rolling from the Mississippi to the Atlantic seaboard.

Our first step was to furnish each retail salesman with an explanatory letter. In this letter we set forth first the earnings possibilities of real salesmen, playing up the future of any young man who could sell goods. We next explained our plan, our free outfit, and our course in selling as we called it, to be sent in weekly installments via letters.

Finally, this letter outlined a sales contest which was to begin at once, and offered prizes for the three winners.

From the first we were successful and our newly created "New Bristol" specialists were successful. Repeat orders began to come in from firms like The Globe; our regular sales force took up the plan and began to use it as a "clincher" in their talks. Last but not least we received with the results we wanted, the praise we like to get in the shape of applications from high-grade salesmen with real records in competitive lines.

#### A Prime Merchandising Force

To date this plan has been in operation four months. During this time every one of our "specialists" has received a weekly sales bulletin which gives him one at a time, successful selling ideas and plans which produce business. We are in constant touch with these men, and what is more important, they are in touch with us. They furnish us with the names and addresses of women who inquire about ranges—we in turn work these prospects by mail, directing them to the dealer and to the particular salesman in that dealer's store.

We secure "leads" for them just as we do for our own men, and then turn them loose upon people who are really interested, and upon people who are largely sold by our pre-selling literature. This kind of cooperation has built up a real loyalty among dealers for us, and we are more than satisfied with the results in sales. This plan, which came almost as an inspiration it now seems, has developed into what we regard as a prime merchandising force.

## Oakland Motor Co. Opens Selling School

The Oakland Motor Car Company has recently completed the first session of a school of merchandising developed to help Oakland dealers, dealer salesmen, sales managers and service managers. Because of the success of this first class, the school has been organized on a permanent basis and additional sessions will be held at the factory in Pontiac, as well as other parts of the country.

Charts depicting every phase of the prospect-finding problem, the policy to follow in obtaining prospects, service selling methods, the choice and training of salesmen, as well as the training of sales managers, were some of the fundamental subjects taken up in the course. Each course lasts one week and after all possible Oakland dealers and salesmen have taken the first course, a second one will be instituted which will go even more deeply into the merchandising problems.

While service schools have been in operation in the motor car industry for some time, the idea of a merchandising school intended primarily for the training of retail salesmen is new. W. M. Chamberlin, director of sales development of the Oakland Company is in charge of these schools, and is assisted by E. V. Jolliffe and J. H. Vickers.

## American Tobacco Will Use Roto Space

Dorrance, Sullivan & Company of New York, have placed orders for a national rotogravure campaign in Sunday newspapers from coast to coast, featuring Tuxedo tobacco. The first copy made its appearance in the first Sunday editions in February. Full pages are being used in newspapers where rotogravure reproduction is available and in some instances color is being used. This is the first time that the American Tobacco Company has used rotogravure sections to any great extent.

## An Investment in the Farm Market

by Arthur W. Wilson  
of Thresher Service

**SOME** manufacturers think that an easy way to make profitable sales is to take an advertising "flyer" in the farm market.

It seldom works.

The "long pull" combined with the right selling and advertising plan is the only safe and sound way to realize returns from your investment.

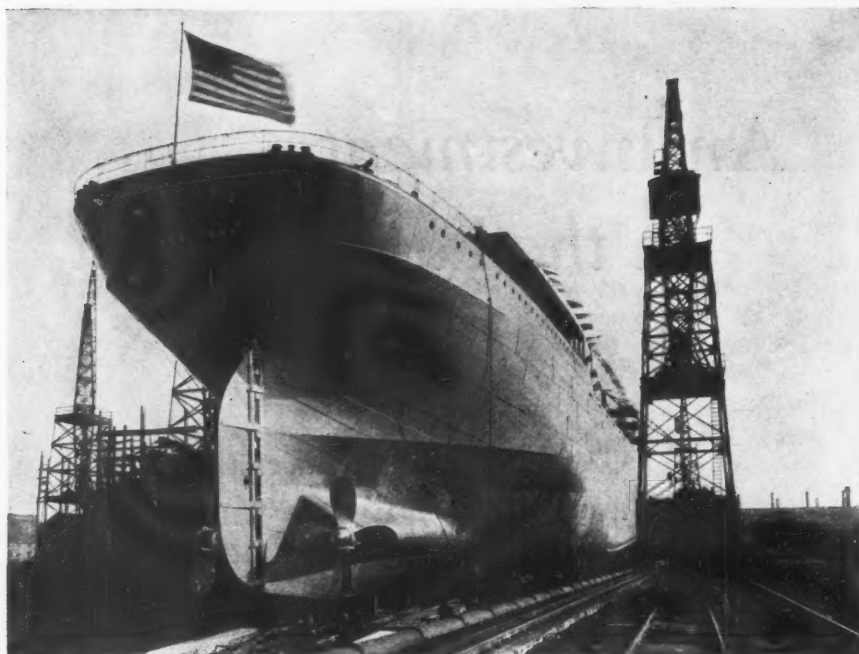
We will be pleased to tell you about some of the things we have done for manufacturers who are making sales to the six and a half million farm families.

## THRESHER SERVICE INC.

Formerly Williams Agency ~ Founded 1897



136 Liberty Street, New York City  
Telephone · Rector 7880 ~ Cable · Flailad



Every new ship creates a sizeable market for hundreds of products in many different lines

## Traditions You Must Buck in Marine Selling

The "Old Salts" Have Ideas of Their Own, But the Marine Field Is a Growing Market for Manufacturers

*By C. W. Hamilton*

**N**OT long ago a manufacturer in Cleveland perfected an automatic depth sounding machine that does away with one of the romantic and picturesque customs of the sea.

The announcement that such a device had been perfected was received with but little comment by the ship building industry, and when it came to marketing the new device, this manufacturer found himself up against a problem that faces every other manufacturer who approaches this market for the first time.

He not only had to overcome the natural buying resistance, but he was advocating the abandonment of a custom that has obtained ever since the ancients went from port to port in galley boats.

Heretofore, it has been customary for the officer in charge of the deck watch to order "sound your lead," and a seaman would throw overboard a lead weight fastened to a measured line. As the weight

sank to the bottom, he called out the depth—ten fathoms, fifteen fathoms, and so on, until ordered to haul in the sounding line.

This new device eliminated the seaman and his haphazard way of estimating the depth of the water. It provided instead for an opening in the bottom of the vessel, and the use of compressed air to keep the water from entering the hold of the ship. Experiments had proved that the pressure of the water varied in proportion to the depth, and an indicator in the pilot house indicated just how much air pressure was necessary to keep the water out, and translated into fathoms or feet, this told the pilot just how deep the water was.

To convince an old time lake or sea captain that such a device was worthy of consideration was next to impossible. Marine architects acknowledged the adaptability of the device, but at the same time realized that if the men in charge of the vessel would not accept it,

it was money wasted to install it. They would not specify its use.

The sales manager for this manufacturer decided upon a drastic way to introduce it to the industry. He offered to equip a lake freighter at his own expense and indemnify the owners against property damage. A manufacturer's representative accompanied the vessel on several trips, and the captain, mate, pilots and engineer were thoroughly sold on the device. This won the battle, and during the last two years, automatic sounding devices are rapidly becoming standard and several lake fleets are so equipped. The market has been cracked and the field is unlimited.

This is a fairly typical illustration of the resistance a new product encounters in the marine field. It shows also that the business may be won through persistent sales effort applied in the proper places, and that selling to this industry usually involves the job of selling a group of prospects rather than a single man.

Every manufacturer who believes that he has a mechanical device suitable for the marine market will find this same problem a knotty one. He may be able to convince the designers, the buyers themselves, and the executives that it is wisdom on their part to adopt his product, but until the traditions of the sea have been knocked aside and the men on the boat sold on using it, his sales volume is not going to grow much.

### Industry Changed by War

According to several manufacturers, there has been a most unusual awakening on the part of the industry as a whole since the war. They admit that it would have been practically impossible to interest a ship builder in a revolutionary device before the war. Tradition and custom had so bound up the industry that it was almost sacreligious to suggest an innovation.

When the marine activities of the world were thrown out of kilter by the war, American bottoms were carrying only 10 per cent of the export and import trade. Overnight the marine industry was faced with the task of handling almost 100 per cent of the freight, and practically all of the passenger



and transport service. In 1924, American bottoms carried approximately 40 per cent of the ocean freight and during the last six years, the United States has taken a major part in the marine industry of the world.

The war proved a good fairy to dozens of manufacturers with a product suitable for the ship building and operating industry. Custom and tradition were cast aside in the face of the greater necessity, and in many instances it was so forcibly done that sales executives find this silly, superstitious resistance lessened permanently.

Take the experience of The Pantasote Company. A representative who had been in contact with the ship-building market said that investigation had convinced them that one of their products, known as Vehisote, a light weight, waterproof board, was adaptable to marine construction, but by following the usual course of selling procedure they had met only rebuff after rebuff.

#### **Persistence Finally Gains Market**

Finally the company detailed one salesman to devote his entire time to the Cramp Shipbuilding Company of Philadelphia. He talked Vehisote with the architects, the marine superintendents, ship operators and contractors until he was blue in the face. He brought samples of Vehisote to them for test and finally secured a trial order for one of the smaller vessels they were building. The test was successful, and within the past few months hundreds of thousands of feet of Vehisote have been used in marine construction.

The experience of The Pantasote Company in establishing a marine department or appointing one man to develop the market in a port has been duplicated by many other large concerns who find it a profitable way to get their share of the market. They have found the market a highly specialized one and it is essential that constant contact be maintained with those having authority to specify and buy.

The Devoe & Reynolds Company of New York have such a department, and the man in charge has not one man but several who are in constant contact

with the buying powers on the docks and in the ship building offices, and who are circulating among the naval architects. Very little in the way of contemplated construction or repair escapes these men. The operating department of a trans-Atlantic line may decide to dry-dock a vessel, scrape the bottom, and give it a new coat of paint. At the same time, the interior woodwork may be touched up. This information serves as a basis for intensive sales effort to get the Devoe product specified for the job, and this department has helped the company get a large part of the business in the New York port as well as along the Atlantic seaboard.

"Marine shipping is on the threshold of an unusual period of activity," said the operator of one of the large lake lines. This is not only true of the ocean shipping, but applies equally as well to lake and river transportation. "Just a few months ago the Jones-Laughlin Steel Company of Pittsburgh started a string of barges down the Ohio river," he continued. "They were ticketed for New Orleans and there were to be loaded on gulf steamers and taken to South American ports. The saving in freight charges was large, but it established a precedent that will be used as the basis for shipping by manufacturers all along the Ohio and Mississippi Rivers. Specially constructed

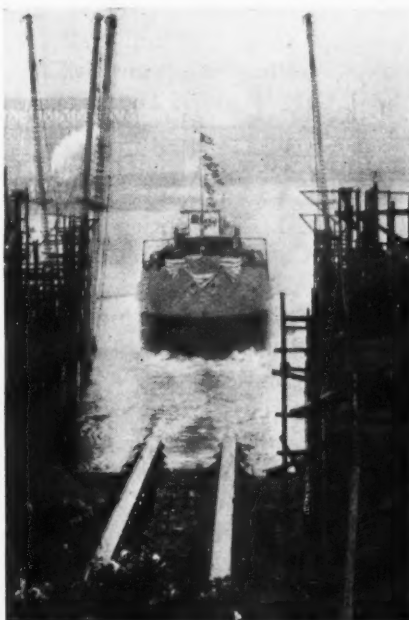
river boats will be required to handle this traffic and there will be a market for manufacturers who are located near this artery of travel."

This ship operator pointed to the activity of Henry Ford in going into lake transportation to effect greater economy in the manufacture of "flivvers," and suggested that the manufacturer of a product suitable for marine use would do well to study what Ford has done. "Ford has paid a half million dollars more for these freighters," he said, "than was absolutely necessary to get the same capacity and service, but he has had built into the vessels every possible device that would tend to improve the service and make the operation more successful. If Ford finds it advisable to do this, certainly other operators of lake fleets will follow suit, and sales executives will find a study of his operation is time well spent."

#### **N. C. R.'s Experience**

There is another phase of the marine market that is attracting more attention in recent years than is generally acknowledged. Motor boating has become one of the popular pastimes and an oil engine manufacturer in Ohio recognized the trend and instructed his engineers to design an engine suitable for this market. For several years this manufacturer had built an engine that used crude oil as fuel and had marketed it with unusual success in the industrial and agricultural fields. The marine market was an entirely different proposition, but he was a motor boat enthusiast, and knew what kind of service an engine of this type had to give. After several months of test, an engine was perfected that he felt would do the trick and he approached the builders of motor boats. In a great many instances a motor boat hull and fittings are ordered without the motor and the purchaser specifies that a certain type of engine be used. This manufacturer prevailed upon a motor boat builder to recommend his semi-diesel oil engine and he has now built up a satisfactory and growing volume of trade.

One of the European trips of John H. Patterson, founder of the National Cash Register Company,



**Launching a ship just starts its owners buying more products**

resulted in that organization's making a determined drive for the business of the trans-Atlantic and coast-wise passenger vessels. Patterson was constantly searching for some new market for his product. When he returned to the factory after this voyage, he said, "Passenger boats are nothing more than floating hotels. The same kind of a cash register that is suitable for the hotel business will apply to the steamships, and the only thing we have to do is show the ship operators the results that hotel owners have had." The rest was easy.

The New York offices contacted with the accounting departments of the various lines, written propositions were prepared showing just how cash registers would simplify and protect the records of the company, and in the majority of the large vessels today a system almost identical with that to be found in hotels such as the Commodore, Blackstone, Statler, and others is in operation.

#### Who Controls Purchasing

According to the latest figures available there are approximately 232 ship-yards and repair yards in operation in the United States, 30 of which are equipped to build steel vessels of 100 gross tons and over. There are some 640 ship building establishments in the country and their annual products average over half a billion dollars in value.

The officials directly interested in the specification and purchase of material and supplies of a ship operating or building company are the naval architects, marine superintendents, port captains and port stewards. They buy material and supplies in about the following percentage:

Marine superintendents and port engineers .....	65%
Port captains .....	10%
Port stewards .....	25%

In the smaller steamship lines these offices are frequently combined under any one of the above titles while in the larger lines a different individual is designated for each.

In case of new construction or large conversion or reconditioning such as that undertaken when the Leviathan was put in service by

the United States Shipping Board, all matters relating to specification and purchase of material, fittings, furnishings and miscellaneous equipment comes under the jurisdiction of the consulting naval architect, and if a large organization, a naval architect employed by the operating company in conjunction with the marine superintendent, port engineer, captain or steward.

#### A Printer Finds a Market

A short time ago Asa G. Candler, Jr., bought a large vessel with the intention of equipping it as a floating school suitable for some four hundred young men. A naval architect by the name of Johnson, from New York, and Candler established headquarters in the Southern Hotel at Baltimore to work out the details of the reconditioning of this vessel. New plans were drawn and the story of this new departure in education was broadcast to every newspaper in the country.

Candler and his architect were the last word in what was to be used on this vessel, yet manufacturers and sales executives making a product suitable for the highest type of preparatory schools on land could not or would not see the analogy between a floating school and one on land and consequently left Candler and his architect strictly alone.

One man, a printer, read the notice of the proposed school, and drew up plans for an elaborate booklet telling the story of the school. He made it an expensive job, with embossed cover, illustrations protected by spider web tissue paper, and put into it all the skill of years of experience. Then he asked Candler for an interview. "You have the boat, the plans are being made, and it is going to cost you more than a quarter of a million to recondition the boat; but the people most interested, the parents of the boys who can afford such a school, do not know about it," he said. "This booklet will tell them."

Candler glanced at it, told him to go ahead and prepare it, and the finished job cost him approximately \$5,000 for 2,500 books, but it was worth it. Equipment

manufacturers, furniture builders, and others who would go after a contract for a new school building on land like a pack of hungry wolves, let Candler worry along as best he could.

This is an isolated case that has come to the attention of the writer but if it applies to a contract as large as the Candler job, how often will it apply to the hundreds of instances where smaller reconditioning contracts are let?

While the market in the shipbuilding and repair field is enormous, and the motor boat industry is growing by leaps and bounds, the supply angle of the industry affords a profitable avenue for sales that merits consideration. Along the docks in New York, Philadelphia, Boston, Baltimore and other ports, branch offices of food, textile and other supply manufacturers are maintained.

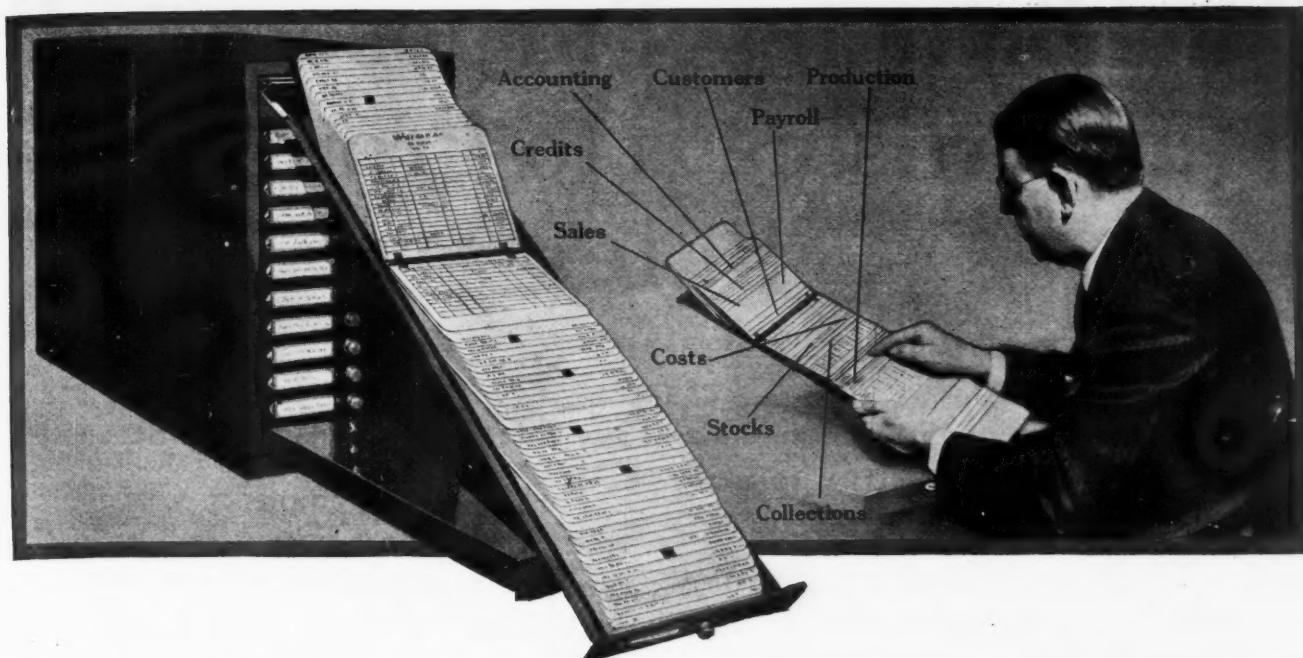
#### Ships Consume Enormous Volume

These branch offices are under the direction of experienced marine salesmen who have cultivated the buyers of the vessels for years. Take for instance the amount of buying the steward who is responsible for the Leviathan must do. In one voyage to properly feed her passengers and crew, she requires 100,000 eggs, 600 boxes of apples, 15,000 pounds of butter, 20,000 pounds of preserves, 20,000 pounds of cabbage, 6,000 pounds of game, 2,000 quarts of milk, 60,000 pounds of potatoes, 250,000 cigarets, and 186,000 pounds of fresh meat, besides dozens of other items in like proportion.

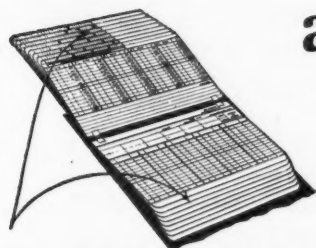
It is estimated that almost a quarter of a billion dollars worth of new construction, repair and equipment is contemplated for 1925, and shipping men predict that the marine industry is on the threshold of the most prosperous era in its history.

The market is an unusual one, but requires specialized attention and intensive sales effort. The experience of organizations that have successfully invaded it will serve as a guiding post to the sales executive who studies it and endeavors to introduce his product to those who have the authority to say "yes" or "no."

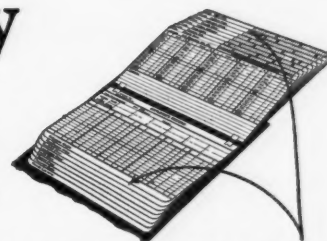




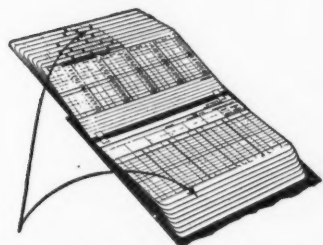
## Last Year's Record Forms May Be a Liability Today



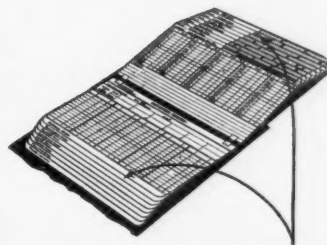
Acme cards lie flat leaving both hands of the operator free for record work.



Index on front and back of card equally visible giving double indexing capacity.



Both sides of every Acme card available for records—thus doubling record capacity.



When Acme cards are thrown back, signals are visible on both sides—doubling signaling efficiency.

**S**ALES, purchase, cost, collection or production records of a year or so ago may be costing your business a tremendous sum because they fail to supply the vital facts of today. Their information is inadequate and misleading.

Acme Visible Records are always a little ahead of today's requirements—kept so by our research department and the daily contact with every known record need.

With its library of more than six thousand authenticated forms, its twelve exclusive features of superiority and its simplicity of operation, Acme is the universally accepted system, capable of the widest range of service and the greatest source of Record Profit.

Shall we have a local Acme representative look into some of your record work; we're sure he can make some highly profitable recommendations. There will be no obligations, whatever.

# ACME

## VISIBLE RECORDS EQUIPMENT

**ACME CARD SYSTEM CO.**  
116 South Michigan Avenue, • CHICAGO

Offices and representatives in most principal cities.

ACME CARD SYSTEM COMPANY, 116 S. Michigan Ave., Chicago SM 2-25  
☐ Have Representative call. ☐ Mail Catalog.  
☐ Send detailed recommendations by mail on handling ..... records.  
Sample forms enclosed.

Name .....  
 Address ..... By .....



# The Primary Purpose of all advertising is to Promote Sales

**G**OOD copy will promote sales — but good copy is not enough.

Good copy placed in nationally distributed magazines will promote sales—but that is not enough.

Good copy placed in nationally distributed magazines which are read from cover to cover, will promote sales, but that is not enough.

*Good copy placed in nationally distributed magazines which are read from cover to cover by the greatest number of your prospective customers — is enough.*

★ ★ ★ ★

The MACFADDEN UNIT guarantees a net paid sale of 2,725,000 copies per issue.

98% of this circulation is sold over the news-stands at 25c a copy; therefore the five magazines in the UNIT are distributed nation-

ally through legitimate channels.

This gives you ample coverage where you want it, because wherever there is trading enough to justify the existence of a news-stand, there are shops and stores where other things are sold.

This gives you assurance that our distribution parallels your distribution; that our readers are your customers.

And the fact that our readers pay the full price for each of the five magazines in the MACFADDEN UNIT over the news-stands assures you that they are read from cover to cover; that your copy, placed in the MACFADDEN UNIT, will receive *public attention* in the same proportion to which the UNIT receives *public approval*.

Forms for the May issue close February 17th.

**TRUE STORY**

**FICTION LOVERS**

**TRUE ROMANCES**

**DREAM WORLD**

**TRUE DETECTIVE MYSTERIES**

# A Market Survey That Showed Us How to Stop Guessing

What the National Lamp Works of General Electric Company Learned About Selling When Trained Investigators Went Out After Facts

*By W. E. Underwood*

National Lamp Works, General Electric Company

**M**Y company, as you know, sells incandescent lamps throughout the whole United States. We have four major markets, one of which is the sale of lamps to factories and mills—all sorts of industrial plants. That constitutes about 25 per cent of our annual income. We were not satisfied simply with selling these industrial plants enough lamps each year to replace the burnt out lamps; we wanted to sell them more lamps and larger lamps; we wanted to increase that every year.

For example, we wanted to sell the Smith Brothers, of cough drop fame, in 1925, a lot more lamps than we did in 1924; we wanted to sell them 200 watt lamps, let's say, instead of 75 watt lamps. In the same way we want to sell the Ford Company more lamps. But very obviously the Smith Brothers and Mr. Ford aren't going to spend a great deal more money for lamps just because we want them to. There must be some mighty good reason from their side of the fence why they should buy more lamps or larger lamps.

## How We Secured Facts

So our first job was to see if there wasn't a reason on their side why they should do that. We thought there must be a reason; we thought that good light in the factory might have some effect somewhere on production, or on spoilage, or things of that kind.

So the first thing which was coincident with our survey, was actually to make a number of tests in various factories throughout the country on the result of lighting by changing the levels of lighting in each factory from time to time and keeping close tab of the results in production, averaging out all the other factors.

We found that better lighting did have a tremendous effect on production, on spoilage, on accidents. On the last item we went to the insurance companies and going through their books traced back 91,000 industrial accidents to see what part poor lighting played in those accidents.

When we got through with that work we did have a remarkably good story to tell the industrial executives. We had real facts and reasons why he could profitably put in better light in his plant.

## Selling an Idea

Then that brought up a whole flock of things. The first one was, would he believe our story? If so, would it make a sufficient dent in him, so that he would want to renovate the lighting in his plant? To whom should we try to sell? Who, in our organization, could sell it? We had a lot of questions of that type. In fact, the whole selling proposition was all up in the air because we never had sold lighting before. We were always selling merely lamps, whereas our sales argument now was better lighting. Lamps were quite incidental. If we sold the idea, we got the lamp business.

So that was the basis of our survey, and the survey was conducted in fifteen states in the industrial section of the United States, the belt from New York to the Mississippi river, including Iowa, and down through North and South Carolina, the central southeastern states which have a number of textile industries and other types of manufacturers.

The survey contained, I think, 446 interviews with industrial people, executives, purchasing agents and electricians. Coincident and parallel with that survey, was a

survey among our own jobbers and dealers on the same subject, industrial lighting.

We found first of all that we had to divide that territory into zones because the situation with regard to acceptance of our idea was quite different in Illinois and Iowa, say, as against Virginia and North and South Carolina. We found that the lighting in New York, Pennsylvania, Illinois, and Iowa was much better than it was in those southeastern states or in the northern New England states. We found further that the willingness to put in better lighting was much more so. So for cross-analysis we had to make four zones, which we called A, B, C and D.

The distribution of interviews covered practically every type of industry: textiles, knit goods, clothing, food, toilet products, general machinery, lumber, leather, paper, rubber, chemicals, automobiles, hardware, etc.

## What the Survey Uncovered

One of the interesting things that came out of the survey was with regard to our previous sales effort. We found that the large plants, and especially the plants in the larger towns, were very much more aware of the importance of good lighting and very much more ready to buy it as a rule; and their plants were better lighted than the small plants or the plants in the small towns, but there was one exception. The small towns which were located close to large cities ranged right along with the big towns, whereas quite sizeable towns which were some distance from a large metropolis showed up very poorly.

Our guess on that, which later was confirmed, was that our selling organization, our jobbers and

# Who is this Fellow?

¶ He's a PUBLIC-SPIRITED man—for, whom can he SERVE to better advantage than the public; his community; the homes that make it; the public buildings and streets that beautify it; the poor within it?

¶ Therefore, he is a member of many widely diversified organizations: Chambers of Commerce, Trade Organizations, Civic Clubs (outside of Rotary), Golf Clubs, City, Athletic and Auto Clubs, Fraternal Organizations. And many hold honorary positions in such bodies as school boards, library boards, public works, city government, etcetera. In serving the interests which these many connections bring about, he buys building equipment, machinery, street paving, tools, books, power plants; he lets contracts involving hundreds of thousands of dollars. He is the personification of civic improvement.

*He's a fellow  
worth  
talking to!*

## THE ROTARIAN

THE MAGAZINE OF SERVICE

Advertising Manager  
Frank R. Jennings, 221 East 20th Street  
CHICAGO

Eastern Representatives  
Constantine & Jackson  
7 W. 16th St., New York

Mid-West Representative  
Howard I. Shaw  
326 W. Madison St., Chicago

Member Audit Bureau of Circulations

our own salesmen, managed to reach those nearby towns adjacent to large cities, whereas they passed up the town of 40,000 or 50,000 which was quite a long hike from Chicago or New York or Philadelphia or some of those nice places to sleep in.

One of the interesting things developed from the survey was an analysis of the amount of work which was carried on under artificial light. It was, of course, very essential in our selling program to know how really important good light was, if only used half an hour a day or a few minutes. We found that, averaging all the plants we called on, it was something over 25 per cent of the total production which was made under artificial light. We found about 17 per cent of the plants which did five per cent of their work under artificial light and it ran all the way down to some plants which did 90 per cent of their work under artificial light.

### The Prospects' Point of View

One of the important things from our point of view was the disposition of the plant owner, the executive, towards his present light. How did he feel about it; was he satisfied with it; did he think it ought to be changed? That would indicate to us how much sales resistance we had to meet. We found that 34 per cent were quite satisfied with the installations they had, that 51 per cent were fairly well satisfied, that 1.5 per cent were simply disinterested and the balance were dissatisfied; they didn't know why particularly, and that eight per cent were very anxious to improve, knew there was something wrong with the installation and were anxious to make a change. That indicated that eight per cent were immediately a market for us and some five per cent almost an immediate market.

Then to check that reaction we also checked up the plant itself to see how the present lighting was, whether it was good or bad. We found that in most of the cases these people that were entirely satisfied with their lighting did not have good lighting installations. As a matter of fact, only about 27 per cent of the plants called on had even fairly good lighting.

The next thing is, I believe, one of the most important things in our survey. We gave it the title of "Appraisal by manufacturers of advantages to be derived from efficient industrial lighting"—letting them give us their reasons, their ideas of what the advantages were of having good lighting.

We found that 80 per cent of them gave, first, increase in production; 70 per cent decrease in spoilage; 60 per cent prevention of accidents; 50 per cent improvement of discipline; 40 per cent improvement of hygienic conditions.

### Studying Selling Tactics

From the standpoint of our salesmen, we could list those things as to their importance, with a rating of 8, 7, 6, 5, 4, etc., with "increase in production," as the things he should talk about first and foremost in almost every case.

Another thing that was very essential to us in planning our selling campaign was to find out first of all who authorized the change in lighting the plant, and then who put it in. We had been calling very largely on purchasing agents and plant engineers and hadn't been very successful. We found from our survey that the president of the organization in 22 per cent of the cases would authorize the change; the treasurer in 8.5 per cent of the cases; the general manager in 36 per cent of the cases; the purchasing agent in 20 per cent of the cases; the superintendent, 10 per cent, and others including the plant electrician, 7 per cent.

The next thing that interested us particularly was the alibis they gave for not making changes. In other words, we could list them for our salesmen, and prepare them before they went out to meet those points of sales resistance. The alibis were: 71 per cent satisfied with the lighting; 8 per cent better lighting not required; 6.7 per cent appreciated the need but were slow in getting started; 5 per cent rented the plant and were about to move; 3.4 per cent never thought of making a change; 16.8 per cent had other reasons.

Having the facts, the next question was, "What are we going to do about them?" One thing was



obvious right away, that our selling proposition was too complicated. In order to lay out a lighting installation you had to have a knowledge of higher mathematics. With the average contractor-dealer and the screw driver electrician, their education stopped probably about the fifth grade. It required knowledge of algebra and trigonometry and I don't know how much else (I couldn't plant it myself as it was done in those days), and they were afraid of it.

The industrial executive was sold on the advantages of good lighting, but he didn't particularly know what good lighting was, he had no yard stick by which he could measure it, and might have a very poor installation, and yet think that was the best thing that could be bought.

#### **Working Toward Standardization**

The answer to that was first of all to design new lighting equipment. At that time there were all sorts and types of industrial lighting reflectors. There were long, flat ones and small flat ones and long narrow ones and ones that curved in and out—there were as many types and shapes as you could knock a cocked hat into and each one of them had superior merits claimed for it.

Our engineers spent a large amount of time in experimentation and design to produce a type of reflector that was really right for factory lighting. They took this reflector to the leading makers of steel reflectors and offered it to them free provided they would all make the same type of reflector and not change it for their own selling purposes, and would agree to maintain a certain standard of quality in the reflecting surface, the enamel and material of which it was made. They agreed to do that and that reflector is the common one used today in most industrial plants. It was even named, called "The reflector and lamp manufacturers' standard dome reflector."

You can take that type of reflector and a 200 watt lamp and place them on ten foot centers and get even, glareless illumination which is quite adequate for almost any factory lighting or any factory

*(Continued on page 346)*

## **Extension Magazine**

is a family magazine, published monthly since 1906. All money derived from its sale, less cost of operation, is given to charity—building of churches, etc. Likewise, all money from its by-products, such as advertising, calendars, books, donations, etc., is given to charity.

It contains 40 or 48 pages of illustrated fiction, articles of interest to Catholics, and special departments, such as Things to Eat, Savings and Investments, Pattern Page, Fancy Work Page, etc.

It exerts a great influence on the directors or executives of 3,316 large Catholic institutions (hospitals, institutions for the infirm, or the old, or blind, etc.); 7,404 educational institutions (parochial schools or colleges, convents, etc.), and is in close touch with 10,305 pastors in the United States.

Each issue contains a two-page article relative to the purpose and hopes of Extension. No other appeal is made to the subscribers. Nevertheless in 1923 they mailed Extension \$721,787.26, and in 1924, \$757,750.46. All records regarding our revenues and distribution of funds are open to inspection at our general offices.

### **ELLWOOD TANSEY**

*Advertising Manager*

General Offices, 180 N. Wabash Ave.  
Chicago, Illinois



# EDITORIAL COMMENT



## Certified Circulations in Great Britain

In a very interesting article, J. Murray Allison, writing in "The Advertising World" of London, explains why the organization of an Audit Bureau of Circulations in Great Britain is not feasible. It appears that for one thing the distances are greater here. The people are temperamentally different. According to Mr. Allison, the British people are adverse to any form of standardization; they prefer methods which give wider play to their individuality. If we are to accept Mr. Allison's reasoning we must assume that when one buys a pound of tea in London, the shopkeeper puts a few handfuls of the kind desired into a bag and charges whatever price he thinks is right. And the customer hands over the money without even suggesting that it be weighed on such an un-British thing as a scale.

We have a very vivid picture of a Yorkshire farmer buying anything that way, yet Mr. Allison assures us that British advertisers are quite content to buy advertising that way. We don't think so. We don't see what distances or temperaments have to do with the use of a circulation scale in selling advertising. Since advertising rates are based on circulation, we believe an advertiser has a right to know that he is getting what he pays for. And we believe it would double the revenue of British publishers. We know that since the standardization of circulation statements in this country, the whole advertising business has taken on new life. Even those publishers—and there were many of them—who were violently opposed to the idea of certified circulation statements prepared on a standard plan, when the Audit Bureau of Circulations was formed in 1914, are now among the most enthusiastic advocates of the A. B. C.

## A Plan to Get More and Better Speakers for Sales Managers' Meetings

In almost every sales managers' club there are a few good speakers—practical sales executives who have a message and know how to get it over to a group of brother sales managers. These men are constantly tripping about the country. Quite often they are in your town the same day your sales managers' club meets, but because you don't know they are in town, and they don't know there is a club meeting, the opportunity is lost. Since there is no national association of clubs to organize this phase of club work, Dartnell is going to volunteer its services.

If you are a member of a local club (and if you

are not, you should be), clip this editorial and hand it to the chairman of your program committee. Ask him to send us the names of the two best speakers in the club—men with a real message for sales managers. Ask him to find out from these speakers if they would be willing to talk before sales managers' clubs around the country in return for the privilege of hearing members of other clubs talk before your club. Also ask them what subjects they are best fitted to discuss, and find out what cities they expect to visit on business this spring.

When this information is in hand, we will prepare a bulletin and send it out to all the club program chairmen. In this way you not only have an opportunity to get some good out-of-town speakers without paying the usual fee, but through the plan you advertise your own club.

## High Salaried Branch Managers Who Don't Manage

If the prophesies of good business for 1925 materialize, there will probably be a lot of good salesmen taken out of territories and "promoted" to branch managements before the year is over. This always happens on a seller's market. Not that such offices are needed by the business particularly, but the salesman needs to be kept satisfied, and being a good salesman, he is likely to get what he goes after. There is nothing that will pull a business down faster than a branch that isn't carrying its own load, and there is no item of sales overhead that is harder to get rid of, should sales slump. Branch offices nearly always are a disappointment, and rarely if ever produce as much business as a foot loose salesman with nothing to do but sell. There are certain extenuating circumstances that make the opening of a branch good strategy, but before listening to the persuasive arguments of a salesman for a "permanent" headquarters which will enable him to make "spot" deliveries, etc., etc., look carefully into the services some of the more progressive warehouses have to offer. There you may find the solution to your problem just as it has proved to be the solution for hundreds of others. Keep in mind that the time is coming when orders will not be so plentiful, and when European competition is going to be very real and very near to all of us. Too many expensive branch offices with expensive branch managers sitting behind expensive furniture dictating expensive letters to expensive stenographers may easily prove the straw that broke the camel's back.

# Something New in Advertising



*“Buy What You Can Use”*

## ADVERTISING OFFICES

**BOSTON**  
107 Falmouth St.  
**NEW YORK**  
270 Madison Ave.  
**LONDON**  
2 Adelphi Terrace  
**PARIS**  
56, Faubourg  
St. Honore  
**CHICAGO**  
1458 McCormick Bldg.  
**CLEVELAND**  
1658 Union Trust Bldg.  
**DETROIT**  
455 Book Bldg.  
**KANSAS CITY**  
705 Commerce Bldg.  
**SAN FRANCISCO**  
625 Market St.  
**LOS ANGELES**  
620 Van Nuys Bldg.  
**SEATTLE**  
763 Empire Bldg.

Beginning March 30, 1925, The Christian Science Monitor will publish in Boston three editions daily—Atlantic, Central and Pacific.

The Atlantic Edition will circulate in the Atlantic Seaboard States, Eastern Canada, Europe. Central Edition in Central United States and Canada. Pacific Edition in Pacific Coast and Mountain States, Western Canada, Alaska, Hawaii, etc. See map above, and edition schedule at right.

Manufacturers whose distribution is regional rather than national may now buy, at an adjusted rate, that portion of the Monitor's circulation which is of interest to them. This, we believe, marks a new departure—a forward step—in advertising practice.

Detailed information as to rates and regional circulation may be had from the Advertising Department in Boston, or from any Branch Office

## DISTRIBUTION OF EDITIONS

**ATLANTIC**  
New England and  
Atlantic Seaboard  
States  
Eastern Canada  
Great Britain  
Continental Europe  
Africa Australia  
India Western Asia  
Central America  
Eastern South America

**CENTRAL**  
Central, Western and  
Southern States  
Western Ontario  
Saskatchewan  
Manitoba

**PACIFIC**  
Pacific Coast and  
Mountain States  
British Columbia  
Alberta Yukon  
Alaska Philippines  
Hawaii Mexico  
Eastern Asia  
Western South America

# The Christian Science Monitor

*An International Daily Newspaper*

Published in Boston and Read Throughout the World



# PENTON PUBLICATIONS



## IRON TRADE REVIEW

Iron, Steel, Metalworking. Established 1883. Published weekly.

## THE FOUNDRY

Foundry practice in all its phases. Established 1892. Published semi-monthly.

## DAILY METAL TRADE

Spot news of Iron, Steel and Metal Markets. Established 1909. Daily, except Monday.

## MARINE REVIEW

An International Marine publication covering shipbuilding, transportation, operating. Established 1870. Published monthly.

## ABRASIVE INDUSTRY

The only publication devoted exclusively to the art of grinding. Established 1920. Published monthly.

## POWER BOATING

Devoted to pleasure boats and power work boats. Established 1905. Published monthly.



Penton on the masthead of a publication is a guarantee to the advertiser of editorial aggressiveness, high reader-interest and sound circulation-getting methods.

The Penton Six—shown above—are good advertising mediums because they are worth reading every issue. You can't blanket any of the fields represented without them.

**The Penton Publishing  
COMPANY**  
Penton Building  
**CLEVELAND OHIO**

Member A. B. C. and A. B. P.

## Do Your Salesmen Talk In Riddles to the Prospect?

(Continued from page 306)

had never handled a washing machine before, or seriously thought of purchasing one.

Later I asked several women who do their own washing to explain the vacuum cup principle. It was all Greek to them. I handed the pamphlet to another woman. She read the opening paragraph, let the pamphlet drop to her lap, glanced at her husband and said, "Let's go to the movies tonight."

It had confused her at the start and had failed to win her interest.

### Simple Information Needed

Some time ago I went into a store to buy my first camera. The salesman showed me half a dozen and talked price and the length of service I would get from the camera. I thought he might tell me how to operate one in order to obtain the best results. Instead he talked to me as though I were a veteran. He had been trying to sell me an expensive camera, and when I let him know I was more interested in a low-priced article he appeared to lose most of his interest. I left without buying the camera, planning to write the manufacturer for a catalog, which I was confident would supply me with the information I wanted.

After reading the catalog I was no better off. It quoted prices, compared different style lenses, and stated the size of picture each camera would take. So I forgot that matter for the present.

Later I met a friend who said he had gone through the same experience several years before and did not purchase a camera until after he had collected the information bit by bit. During that period he would have worn out several cameras, sales the manufacturer lost because he and the salesman took too much for granted.

Last summer I ran into a similar case. A country storekeeper had bought an excellent typewriter, which, after he had used it for a time, he had relegated to the storeroom. I asked him why he

kept the machine in the storeroom and wrote his bills and letters by hand.

"I bought it thinking it would be handy and more business like," he said, "but it finally got to be more bother and expense than it is worth. You see, it's one of those machines made for a two-colored ribbon—red and black. I'd buy a new two-colored ribbon, and after I had used one end—the black—I would have to throw the ribbon away, half of which was still new, but of no use to me. When I wanted to get from one side of a billhead to the other I would have to punch the spacer twenty-five times. And after I had used the machine for a time it got dried up and was harder to operate. I didn't see any way it could be taken apart and cleaned, so I just chucked it into the store room and forgot about it."

### The Wages of Careless Selling

I asked him if the salesman had not explained how the machine could be oiled and cleaned, and if he had not pointed out the various devices and how they worked. He said the salesman had told him practically nothing.

As a result the machine had been idle for a year and sales had been lost on paper, carbon, ribbons and possibly a new machine. I gave him the information the salesman should have furnished. He was as keenly interested as though he were seeing a typewriter for the first time. Recently, I had a note from him saying that now he would not be without a typewriter.

A score of cases in other lines could be cited and every one would prove the same point—that it is unwise for a manufacturer, advertiser or salesman to assume that anyone knows all about his product. If a person buys a machine and it fails to live up to expectations, simply because he does not understand it, he is apt to become disgusted, toss it aside and condemn it to others. And this is worse than not having him buy.

# Is a Trade Mark Valid in Unworked Territory?

A RECENT lawsuit over the use of a producer's trade-mark by a local distributor is of considerable interest to sales executives who make exclusive agency agreements with jobbers or dealers. It frequently happens that these agreements carry with them the right to use the manufacturer's trade-mark in connection with the goods, and when the agreement terminates or is cancelled, there is sometimes trouble and expense due to the fact that trade-mark rights were not considered in connection with the original agreement.

In the case in question (Morand Bros., Inc., vs. Chippewa Springs Corporation), the producer of Chippewa Springs water had built up a fairly extensive business in Chicago, when in 1904 it made a contract with Morand Bros. to take over the distribution with exclusive rights for five years. There was also the right to renew the contract at the end of the period, which was not exercised.

## Court Issues Injunction

In the meantime, however, the distributor went ahead, selling not only the water under the name of "Chippewa," but ginger ale and soft drinks as well. At the close of the contract the distributor ceased using Chippewa water exclusively (though he still bought some of it), but continued to use the name. At about this time the spring was sold to a new concern which promptly forgot all about the Chicago territory until about 1919, and then found the old distributor pretty solidly entrenched with the name "Chippewa." The situation was further complicated by the fact that the distributor had adopted a fanciful picture of an Indian maiden, which he used in connection with the name "Chippewa," and which did not belong to the water company at all. It was shown, however, that the original company had used this picture in some of its own advertising, though not on the goods.

The district court, which heard the case in the first instance, gave

the water company an injunction against the use both of the word "Chippewa" and the picture of the Indian maiden. It also awarded damages to the extent of all the profits derived from the use of the marks since 1914, at which date the distributor had ceased to buy Chippewa water entirely. On appeal, however, this decree was modified materially.

"We are satisfied," says the Circuit Court of Appeals, "that the court correctly found appellee entitled to the trade-mark or trade-name 'Chippewa' . . . and it was proper to award an injunction.

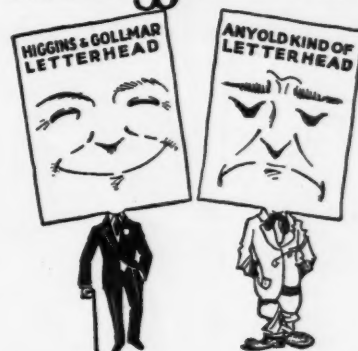
"Respecting the figure of an Indian maiden, however, we do not find that a proper conclusion was reached. Pictures of usually impossible Indian maidens are employed in wide variety in trade. We find nothing in this figure that suggests the name 'Chippewa,' or the springs bearing that name.

## Damage Decree Modified

"If it be assumed . . . that during all this time appellee was so little interested in the Chicago territory that it did not know of appellant's operations there, it could hardly be said that it sustained any damage there for that time; and if during all that time they did not learn that appellant's conduct at Chicago injuriously affected its trade or the reputation of its water and product, in any territory outside of Chicago, it cannot be said that appellant damaged them in this respect during that time.

"But when, early in 1919, appellee entered the Chicago market, a different situation arose. It became a competitor in a market hitherto intentionally avoided by it, and thereby sustained damage through the use of the trade-mark by appellant. The record does not disclose just when this entry was, but the first definite date is March 12, 1919, when they shipped a carload of water to Chicago, and we believe that under the very unusual circumstances here presented it would be more equitable as between these parties if the accounting begin at that time."

## Letterheads are Different!



Your business is different—John Smith's business is different—so is ours—for we specialize in producing

## LITHOGRAPHED LETTERHEADS

that are different and make letters produce results for different concerns whose business is different.

What do we mean?

Well—Just drop a line for samples to

## Higgins & Gollmar

Incorporated

Lithographers

Displays—Letterheads—Labels

36 Ferry St. New York, N. Y.

If it's Lithographed—we do it!



## Where the Sale Begins

First Impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality.

We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company

Established 1857

1102 S. Wabash Ave.

CHICAGO

705 Peoples Gas Bldg.

**WIGGINS**  
Peerless  
Book Form **CARDS**



The illustration shows an advertising record mailed by The Barrett Company (Barrett Specifications) to a list of 70,000 dealers. Their message contained 175 words and announced their 1925 plans. Ask the Barrett Company about the results of this unique method of getting a message across.

## These Unbreakable Records Cost Less Than a Letter

**A**N entirely new method of phonograph recording has made possible the use of miniature advertising records for the permanent broadcasting of sales talks. These records will reproduce your talk in loud, clear, natural tones, and the persuasive, convincing qualities of the human voice will make your statements much more interesting and effective than if expressed in cold type. These advertising records are

light, flexible and unbreakable. They can be played hundreds of times without deterioration. They can be sent through the mail in an ordinary envelope under 2c postage or attached to a post card and mailed for 1c.

The price is so low to make them practically the cheapest, as well as the most effective direct-by-mail sales device that has been created.

Write for sample records and detailed information.

**ADVERTISING RECORD CORPORATION**  
Cliffside, New Jersey



# N. C. R. Convention Crosses Continent and Returns

400 Members of Hundred Point Club Assemble at Chicago and Make Round Trip to Coast in Three Special Trains

**A**RATHER unexpected benefit from contests was brought out in the experience of the National Cash Register Company during January. Sales broke all previous January records in spite of the fact that more than 400 men were away from their territories during part of the month. And these 400 men represented the cream of the sales force—the members of the C. P. C. club, who were on a jaunt across the continent as a reward for their efforts and success in making quotas in 1924.

The company made it a point to stress the pleasures and educational value of this trip. Perhaps the unfortunate stay-at-homes were out working harder than usual in an effort to make a good start towards winning a membership in the 1925 C. P. C. club, thus insuring themselves the benefit of whatever sort of a trip or convention the company holds next year.

At any rate, sales were \$2,583,175 for January.

The cross-country sales convention trip started in Chicago Janu-

ary 25 and ended at the same point February 8. Three special trains were required to transport the men, and all expenses were paid by the company. The first stop was made at Denver, where sight-seeing trips through the city and a banquet were held. City and state officials participated in the banquet as well as officers of the company.

At Salt Lake City Heber Grant, president of the Mormon church, told the salesmen something about his sect and sketched the development of the religion from the time members of his faith first trekked westward from Illinois. From Salt Lake City the trains proceeded to San Francisco, thence to Los Angeles. Here the men saw movies in the making, were given a banquet by C. U. Whiffen, Los Angeles sales agent for the N. C. R., and listened to an address by Frederick B. Patterson, president of the company, who had made a special trip to the coast, part of it via airplane.

"The trip broadened the perspective of our salesmen," Mr. Patterson said. "I was surprised to



J. M. Costner, Raleigh, N. C., won the presidency of the 100 Point Club by selling 238 per cent of his quota

find that many of our eastern and middle western men had never been west of Chicago. Not over one-tenth of the men making the trip had ever been in California. The trip was a new experience for these men from every standpoint.

"One of the cardinal principles of this company has been that travel is the greatest educator. We have always believed in this and always practiced it.

"This truth was never demonstrated more than on this trip. In the first place, the men who had never traveled west were amazed at the extent of this country. They never realized how big our country really was, until they traveled across it, many of them from the Atlantic to the Pacific coast."

Following the annual custom, salesmen who exceeded their quotas for 1924 by the highest percentage were elected officers and directors of the C. P. C. (Hundred Point Club) of the N. C. R. sales organization. J. M. Costner of Raleigh, North Carolina, was elected president as a result of making 238 per cent of his quota; H. M. Weinstock of Brooklyn, vice president, with 185 per cent of quota; W. W. Booher, Niagara Falls, secretary, with 181 per cent of quota; and B. V. McMahon, of Brooklyn, treasurer, with 178 per cent of quota. The per cent of quota of the directors ran from 174 to 118 per cent.



National Cash Register men in Salt Lake City visited the capitol, the Mormon church and many business houses



## For the Sales Executive

*Who is occasionally called upon to "say a few words"*

FOR the man who is called upon to speak occasionally—and what sales manager is not—Modern Eloquence offers ideas and model speeches for every occasion.

For the busy man who wants to converse intelligently and convincingly on any conceivable subject, Modern Eloquence provides immediate material.

For the man who is called upon to write important letters, bulletins, house organ articles and general publicity, Modern Eloquence is a never failing source of inspiration.

And for those who read for entertainment and culture, Modern Eloquence is a never failing source of stimulus and comfort.

### Modern Eloquence

The new and revised edition of Modern Eloquence is just published—under the direction of an Editorial Board consisting of Ashley H. Thorndike, Brander Matthews, Sir Robert Laird Borden, Nicholas Murray Butler, John W. Davis, the late Henry Cabot Lodge, Elihu Root, Oscar S. Straus, Augustus Thomas and Henry van Dyke.

Among the 450 contributors are Chauncey Depew, Woodrow Wilson, Theodore Roosevelt, Lloyd George, Russell H. Conwell, Edward Bok and Mark Twain.

Throughout the volumes there is a series of articles on how to prepare a speech, by Joseph French Johnson, Harry Morgan Ayres, Brander Matthews and Albert J. Beveridge.

### What Owners Say

CHARLES G. DAWES, Vice President Elect:

"I regard this work as indispensable to any good library and as one which every student of American affairs should possess."

J. G. JONES, *Alexander Hamilton Institute*:

"To sales and advertising managers, I think Modern Eloquence is indispensable. There is enough of inspiration and information in every volume to give a sales manager all the suggestions that he needs in cooperating with his men."

B. B. POWELL, *Eastern Manager Delphian Society*:

"Thus far, I have thoroughly delved into only two of the volumes, but in these I have found so many worth while ideas, which I have been able to pass along in letters to my sales force, that I consider this one of the best purchases of business books I have ever made."

### Send the Coupon For New Booklet—FREE

You can hardly afford not to know all about Modern Eloquence. Send the coupon for illustrated booklet describing in detail what Modern Eloquence will do for you and full particulars. This will be sent to you free and without obligation. Mail the coupon today.

Modern Eloquence Corporation,  
13 Astor Place, Dept. X802, N. Y.

Gentlemen:

Please send me free Booklet on Modern Eloquence and full particulars.

Name \_\_\_\_\_

Business or Profession \_\_\_\_\_

Business Address \_\_\_\_\_

## Selling a Car a Day

(Continued from page 294)

once and I closed all three of them one after another.

"On the following day I sold three cars, making a total of ten sales in two days, and bringing my record up to three above the quota I started out to reach."

Deutsch thinks that many automobile salesmen lay too much stress on the demonstration. In order to keep up a heavy volume of sales a salesman must close quickly, he says, and not spend so much time in demonstrations and in talking of mechanical features and making comparisons with other cars.

"Every time you start in making comparisons with other cars you are driving the prospect to the salesrooms of the competitors' cars you mention. He wants to go and see if what you said is true. So he goes to another salesroom and the competitor brings up a lot of new comparisons, and perhaps mentions another car which the prospect has failed to think of.

### Demonstrates to Whole Family

"This starts him on an endless trail of shopping and makes it all the more difficult for him to make up his mind. He becomes confused and befuddled. His life becomes one constant round of automobile salesmen pestering him to go on demonstration rides, to come and look at cars or bring his wife down to look at some feature of the car which the salesman thinks will make an appeal to her.

"Now my plan is to give a man a short talk, drive him around the block, or for a few blocks at the most, and then make an attempt to close. The average man doesn't care about mechanical features. He wants service. In my first talk I explain that Studebaker cars are made and sold with practically one profit. I tell them of our million dollar body plant and show how it is possible to buy a Studebaker without paying profits to a lot of part manufacturers as well as to us. Then I explain our service plan and show him a list of stations in and around Chicago, proving that there will be no trouble in getting service on his car.

"My first thought is to win the prospect's confidence in our organization. I sell him Studebaker, instead of confusing him with a lot of technical dope about mechanical features.

"Now there are certain things which have to be done before the sale of any car can be completed. Usually one of these consists of selling the prospect's family. Too many salesmen demonstrate their cars to the prospect alone, only to find that a wife, daughter or some other member of the family must be sold. This doubles the time required to complete the sale. My idea is to demonstrate the car to the entire family at one time. This means some calls outside of working hours, some on Saturday afternoons and others on Sundays. But in our business a salesman can't be a stickler for hours.

"These necessary delays in selling cars can be greatly minimized if you can thresh out the details on the first call. My first talk is always pointed towards a quick close, and even before the demonstration is made I try to get my prospect at a table and figure out all the details of the order, even though I know his mind is not made up as yet. Then I make the demonstration arrangements; here is where I save time. I try to arrange for one demonstration to sell the entire family. You can't keep up sales at a high volume if you have to demonstrate every car you sell two or three times."

The Port & Terminal Publishing Company of Whitestone, L. I., have purchased the "North Shore Advocate," a weekly newspaper published at Flushing.

With the addition of this new property the company now owns and publishes six publications, the "Whitestone Herald," "College Point News," "Bayside Review," "Jackson Heights Herald," "Port & Terminal," and "Port of New York Annual."

It is the intention of the company to combine the "North Shore Advocate" with the "Bayside Review."



## What Our Men Do Before They Sell

(Continued from page 300)

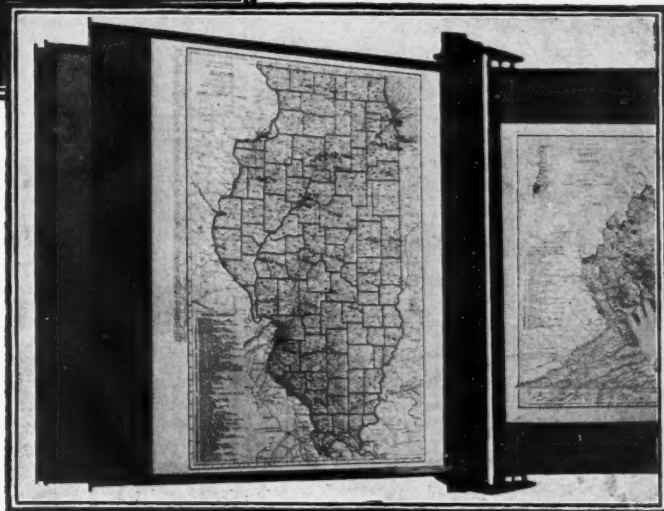
So many salesmen hesitate ever to admit that they are wrong. So many home offices are unwilling to admit that they are wrong. My observation is that most of us are right about half the time and wrong about half the time—and that applies to home offices just the same as it does to representatives.

I have observed that you can make a real hit with the customer if you will admit some inadequacy of your product, or of your house, and show him where he can get that particular thing remedied—which brings us back to help again. I could hardly begin or end this random set of comments of mine with a better word than "help."

### Don't Neglect Old Customers

The tendency too often is to proffer help freely to the prospective customer and neglect the old one. I often think that the interest of those people who sell us anything is tremendously accelerated if we cancel our contract. And I have observed that we are enormously more popular by and large with those people from whom we don't buy than we are with our good friends with whom we have regularly been doing business. I understand why that is. We all tend to be guilty of the same poor reasoning. We say to ourselves, "Well, he must be all right; he must be satisfied; he has been doing business with us a long time; he knows his business better than we do. What is the use of bothering him?"

Well, that is understandable, but it is a pretty lame argument, for the reason that the customer whom you already have is very much cheaper and less expensive to hold than the one you expect to get. It may cost you ten times as much to get a new customer as it costs to hold the one you have already. Don't make the mistake of thinking that because a man has been doing business with you for a number of years, that you can't be of any assistance to him.



## All Your Data At Your Finger Tips

Know your men! Know, too, where they are working—how best they can be routed—which one is nearest to the prospect uncovered in the morning's mail—how distribution and sales are prospering—all of the facts of your sales campaigns.

Keep these facts before your eyes with a Multiplex Map Fixture—handy—flexible—convenient—all your data at your finger tips. No stooping, no mussing around in disordered files. Just a clean, simple method of marshalling all your sales facts in one compact unit.

No matter what your system, how you follow up your men, Multiplex will coordinate it, improve it, and save you time and trouble.

Our nearest office will be pleased to show you the Multiplex way of multiplying display space.

### Multiplex Display Fixture Co.

925 North 10th Street

St. Louis, Mo.

Branches: New York, Chicago, Minneapolis, San Francisco and Los Angeles

**Multiplex**  
SALES MAP FIXTURES



## Steel Die Embossed Letterheads

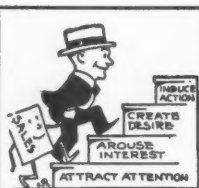
Cost only 3/4 cent each

Your Letterhead is a silent salesman. It is always representing you and creating an impression—favorable or unfavorable. Letters on Steel Die Embossed letterheads get first attention. They create a favorable attitude toward your letter message, therefore they pay for themselves in extra sales they produce.

### Send for Artist's Sketch of Your Letterhead

Send us check for \$2.00 with copy of your present letterhead and we will have our artists make an artistic pencil sketch of a revised letterhead that you will be proud of. Ordering sketch does not obligate you to order letterheads. However, we will be pleased to quote on your requirements.

**Paul Moeller Corporation**  
Arcade Bldg. St. Louis, Mo.



### Sales Managers!

Liven up your sales contests and bulletins with original cartoons. If you have an idea we'll work it out; if you haven't, we'll supply one.

We specialize in convention cartoons.

Send for proof sheets

We Draw Cartoons to Order

**Business Cartoon Service**

Lew Merrell 35 S. Dearborn St. Chicago

### "MAILING LISTS"

Accurate—Guaranteed—Reliable—of every possible kind of business and individual throughout the country. Standard charge \$4.50 per thousand names and each list compiled to meet the individual needs of our clients. Information and catalog without charge.

**THE BLUE BIRD SERVICE**

107 East Pleasant Dept. D P Baltimore, Md.

**Free Mailing Lists**

Will help you increase sales  
Send for FREE catalog giving counts  
and prices on thousands of classified  
names of your best prospective customers—  
National, State and Local—Individuals,  
Professions, Business Concerns.

**99% Guaranteed 5¢ each**  
by refund of

**ROSS-Gould Co.**  
376 N. 10th St. St. Louis

## PROVE IT! SHOW HIM THE LETTERS

SALES arguments of sincere salesmen are often taken with "a grain of salt."

**HARD-SHELL PROSPECTS DEMAND PROOF**  
You could provide it by making use of the testimonial letters and orders which you receive from satisfied customers.

### PUT POWER BEHIND YOUR TESTIMONIALS

If actual copies of the letters were placed in your salesmen's hands you would provide them with a valuable tool to use in their sales work.

Write for Samples and Prices

**AJAX PHOTO PRINT CO.**

35 W. Adams St.

Chicago, Ill.



## House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

**The William Feather Company**  
611 Caxton Building :: Cleveland, Ohio

Where You Get  
the Answer  
to Your  
Sales Problems

**JOSEPH EWING**  
MARKETING COUNSEL

36 West 44th Street  
NEW YORK

PHONE - - VANDERBILT - - 0508

**TOYCO Promotion BALLOONS**

There's a definite way to make  
Toyco Promotion Balloons increase sales. Ask us to tell you how.

Business Idea Dep't.

**The TOYCRAFT RUBBER CO.**  
ASHLAND, OHIO

## A Market Survey that Boosted Sales

(Continued from page 337)

operation, whereas in the old days, with the different types of reflectors, they had to figure out for each type how much space that particular type would light. They had to split the factory into sections. There was one type of operation here and they would try to give that so much light, and then something over here they would give a little more light, so that it made a very complicated problem, whereas with this newer system there was simply an even amount of illumination over the whole room and they could place the machinery any way they liked. It made no difference.

### Tying Up with Direct Mail

That gave us something that anybody could understand, and any electrician could put in. So there was our first basis for carrying out something that we could sell.

We then took the survey facts, which showed us exactly how to build an advertisement, for example. Whereas we had been uncertain as to what our message in the trade papers and general publications reaching industrial men should be and what to tell them about industrial lighting, we had a crystal-clear picture of it because it was obviously the result of these tests that we had made showing what happened in other plants where better lighting had been installed, plus this simple recipe, how to light your plant.

It cleared up our selling policy. We had something that our sales organization could handle, because our own men were not calling on industrial plants. We have a limited number of salesmen who call only on jobbers. We have to depend upon our local dealers, or contractor-dealers, to do that selling job. With the recipe thought in mind, merely 200 watt lamps and reflectors, they had something to sell and were not afraid to tackle it.

We built around that a mail campaign plus a system of follow-up which we sold to these dealers largely by mail and through the

## Sales Courses and Manuals Prepared

for associations and other organizations employing good-sized groups of sales representatives. I offer considerable experience in this field, also in the work of preparing manuals, salesmanship courses and reading courses for dealers and salespeople.

*S. Roland Hall*

Easton, Pa.

Advertising agent and counselor

jobber salesmen, which in six months brought us something like \$300,000 worth of new industrial lighting business. And with that combined plan of personal calls to plants, plus our letters paving the way for their calls, we gave a Sales Bible to each of these contractor-dealers largely built out of our survey, giving these facts and figures of the survey, the high points that he should use in talking to the industrial executives.

We dinned it into them again and again, that they should not call upon the purchasing agent but upon the highest man in the industrial organization they could reach and place before him these five sales arguments in their proper order of importance. We showed him the alibis he could expect to get and would have to meet. In other words, the survey gave us those things which enabled us to prepare the contractor-dealers for those calls, and for getting the business. The man in no way was a real salesman or prepared, except in the simplest sort of material that we could give him, to go out and make calls and get business. But that has been very successful and we are continuing the same thing with equal success at the present time.

There is no way in which I could actually estimate the value of our survey to us. The only thing I can say is that it is at least worth a thousand times what it cost, and probably more.

Sidney B. Egan, formerly art director for Blackett, Sample, McFarland, and Kling-Gibson Company of Chicago has been appointed to the same position with the Reincke-Ellis Company of Chicago. Mr. Egan has specialized in the advertising of automotive products.

Turner Wagener Company of Chicago announces that they have recently secured the accounts of The Signal Electrical Manufacturing Company, Menominee, Michigan; The Gordon Motor Crib Company, Chicago, and The Marshall Furnace Company, Marshall, Michigan.



**Compact Visible Records**

Ten thousand records on a desk top—visualized. Every one of the ten thousand in arm's reach and available in three seconds for posting or reference. All the advantages of visibility combined with the advantages of loose leaf equipment, are found in FLEX-SITE.

When applied to your records, this equipment opens up new advantages for profit. Reveals wasteful practices. Finds new channels for sales development, better processes—in all, puts your records to work.

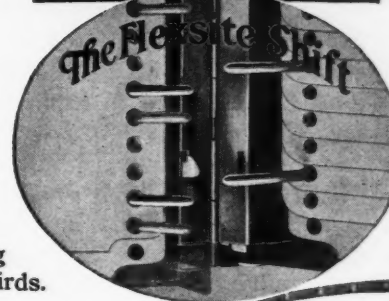
These advantages are free because FLEX-SITE reduces the cost of keeping records sometimes as much as two-thirds.

*Learn more details of this equipment and its application to your business by sending for FLEX-SITE circular No. 312.*

**VISIBLE RECORDS EQUIPMENT CO.**  
226 W. Adams St., CHICAGO, ILL.



No Awkward Positions  
10,000 RECORDS  
in Arms Reach



Visible Records  
Equipment Co.  
226 West Adams St.,  
Chicago, Ill.

Please send circular No. 312

Kind of business.....

Name.....

Address.....




**A SWEET SONG BUT DANGEROUS TO LISTEN TO**

**RATHBUN-GRANT-HELLER CO.**  
PRODUCERS OF  
DIRECT  
ADVERTISING  
755 W. WELLS ST.  
CHICAGO

**RATHBUN-GRANT-HELLER CO.**  
**725 SO. WELLS ST.**  
**CHICAGO**  
TELEPHONES - HARRISON 6848-6849-6850-6851

**CAN YOU AFFORD PRINTING THAT DOES NOT REPRESENT YOU?**



# New Armour Sales Campaign Tied to Cross Word Puzzle Craze

## Newspaper Campaign in Sixty Cities Backed Up With Offer of Huge Cross Word Puzzle in Exchange for Armour's Oats Label

**I**N order to cash in on a popular fad and at the same time build up an unending chain of word of mouth publicity, the manufacturers of Armour's Oats have just launched an advertising campaign that is built around a gigantic cross word puzzle.

The campaign itself is confined for the time being to newspapers, and will be conducted in those sections of the country where the company has the most thorough distribution. Space has been contracted for in approximately sixty cities, and the advertisements are appearing three times a week.

In order to have something to attract dealers and to interest jobbers' salesmen and influence them to push the product, Armour's arranged with a Chicago newspaper to use a cross word puzzle which had been awarded a \$1,000 prize as being the most intricate submitted in a contest extending over several weeks.

### Attracting Dealer Interest

Reproductions of this cross word puzzle in the form of window posters are being used by Armour salesmen and dealers urged to hang them in the window or some conspicuous place about the store. At the bottom of the poster is a line which says, "To get a full size copy of this great puzzle cut name 'Armour's' from any package of Armour's Oats and send with your grocer's name."

To provide a follow-up for the requests received in this manner, it is planned to send to each of those requesting a puzzle and the definitions of the words to be used in completing it, a letter telling them that if they fail to solve the puzzle, the right solution will be sent to them upon receipt of another cut-out containing the name "Armour's" and ten cents in cash.

The basis of this campaign is the fact that the manufacturer of Armour's Oats has recently

devised a process of preparing oats so that whole rolled oats can be cooked in five minutes. Several years ago Armour created quite a sensation with a product that could be cooked in less time than any then on the market. They were able to sew up the market to a great extent on this product.

Then the other rolled oats manufacturers went them one better and devised a method of chopping up the oats so that they could be cooked even more rapidly than the Armour product. Inasmuch as Armour's had educated the public to the value of time in the preparation of this food, it was a simple matter for their competitors to take away a part of the trade.

### Goods Shipped Before Campaign

Instead of entering into a competitive advertising campaign, Armour's bided their time and continued research work for the process which would go even farther in the way of reducing the time element. About ninety days ago the chemists said this had been accomplished, and the process was put into production.

To avoid the danger of having stocks already in the hands of jobbers and merchants returned when the campaign for this new product was started, Armour's began shipping the new product on orders several weeks before the campaign broke. The fact that the jobbers already had the new product in stock, and that their sources of distribution were taken care of, gave the Armour salesmen an additional talking point when the advertising campaign was merchandised.

"In preparing to advertise this new product," said O. W. Bartlett, sales manager of the company, "we had to devise some scheme to obtain the maximum amount of word of mouth publicity in the least amount of time. Cross word puzzles are all the

rage and there is no telling how long they are going to continue as the prevailing fad, but it seemed entirely reasonable that with newspapers, magazines, and motion pictures catering to this fad, we could not go far wrong to tie up the campaign in this fashion.

"The campaign has been under way for about two weeks; we have nearly one hundred salesmen covering the territory and records indicate they are hanging an average of fifteen of these large window posters in retail stores every day. In other words, more than a thousand outlets are being reached daily, and tabulation of mail inquiries shows that we must send out in the neighborhood of three hundred of these puzzles daily now with the campaign just starting. The volume of our business has shown a decided increase since the campaign began.

### Results Indicate Success

"To indicate the widespread interest jobbers are taking in it, I have on my desk in this morning's mail, letters from fifteen of the largest jobbers in the middle west. They are inquiring about our proposition and commending us for the way we are interesting the consumer in the product. It is much better to have the jobber come to you for your product than to be forced to spend a lot of time trying to interest him.

"The interest the general public is taking in the campaign is unusual. One of these posters, together with a brief resume of the campaign, was sent to a Chicago organization with forty-four salesmen and office people. The office manager placed the poster on the reading table, and a few days later I received three long sheets of paper, on which were pasted forty-four Armour labels and beside each label the name and home address of a salesman or office employee."



# "How to Sell Quality"

**D**ESCRIBES actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cutter and keep the old customer sold on quality.

## Typical Chapters

### How Quality Helps a Salesman

Shows salesmen the advantages in selling quality merchandise.

### Why Your Customers Buy Quality

Gives illustrations to prove that wise buyers prefer quality to price when properly sold.

### Making the Buyer Want Quality

Tells how good salesmen create desire for quality products.

### Creating a Quality Atmosphere

Illustrates the value of comparisons to force price into the background.

### Getting the Full Price

Explains how the price dwindles when quality is sufficiently understood.

### Disarming the Price Cutter

How to meet price objections with quality arguments and eliminate competition.

### How to Close a Quality Sale

Closing arguments that make prospects forget price and buy your products.

### Keeping the Old Customer Sold on Quality

Making customers see the profit in repeat orders for quality goods; the loss of patronage that comes with price-cutting, etc.

Send for a copy of this popular Dartnell manual. You will find in it many ideas for your own letters and bulletins to salesmen. More than 350 concerns have distributed copies to their salesmen.

*In board bindings: Single copy, \$1.10; dozen, \$10.50; hundred, \$75.00. In DeLuxe leatherette: Single copy, \$1.60; dozen, \$15.50.*

## The Dartnell Corporation

1801 Leland Ave.  
CHICAGO

19 W. 44th St.  
NEW YORK

## News of the Road

Another new hotel near completion on the Pacific Coast is the Hotel Winthrop at Tacoma, Washington. The new Winthrop will contain 253 guest rooms, an immense dining room and ball room, smaller rooms for private dinners and conferences, and a roof-garden which will command an impressive view of Puget Sound, Mt. Ranier and the Olympics. A special play will be made for conventions and national meetings for this new hotel.

P. G. B. Morris, publicity manager of The Drake Hotel, Chicago, will be glad to send you gratis a copy of his new book showing the convention facilities of The Drake. Just mention your line of business, the approximate number of salesmen you operate, and the approximate date of your convention. There is no obligation involved.

The Dinkler Hotel Company, owners of two hotels in Atlanta, and The Tutwiler in Birmingham, is not only building a big addition to the Tutwiler, but has started work on another complete hotel in Birmingham to be known as The Redmond. The addition to the Tutwiler will include 120 rooms with baths, giving the hotel a total of 450, and placing it in the class with the largest hotels in the South.

Jamestown, New York, celebrated New Year's Eve with the formal opening of the new Hotel Jamestown. This new ten story hotel containing 256 rooms was built at a cost of \$2,000,000, and it is said to more than justify this sum of money. The usual features of dining rooms, writing rooms, rest rooms, etc., have been supplemented with a very attractive coffee shop, a special Chinese private dining room, and an immense Crystal ball room, capable of taking care of 600 or more at banquets. The bedrooms all have baths and are equipped with the latest and most comfortable furnishings. Sample rooms of varying sizes will be found on the top floors and most of them contain White doorbeds.

Sales executives making Montgomery, Alabama, will be glad to learn of the new Whitley Hotel in this city. The Whitley contains 156 rooms, 119 with both tub and shower bath, free electric fan, reading lamp and circulating ice water. This hotel specifically caters to commercial travelers.

Canton, Ohio, is to have a new 150 room hotel and construction work on the building, which will be five stories and cost half a million dollars, has already been started. It is thought that the hotel will probably be completed by spring and ready for its opening. Every room in the new hostelry will have a bath.

Abolition of the 50 per cent surcharge on travel in sleeping and parlor cars, which has yielded to the railroads between \$35,000,000 and \$40,000,000 a year in revenue, was voted February 13 by the Senate.

## Hotel Claridge

Dearborn St., North of Division  
CHICAGO

**H**OTEL Claridge marks a new order of things among Chicago hotels. The Claridge is new and uniquely equipped. In the hotel are such features as:

Swimming Pool  
Gymnasium  
Handball Courts  
Indoor Golf Net

**Notably moderate prices.**

*Hotel Claridge has 300 fine, bright, cheery rooms, nearly all with both tub and shower. Rates are from \$2.50 to \$5 for one person—correspondingly moderate for two, with special weekly rates that are unequalled.*

*Under the personal management of H. E. Rice and Son who also operate the Hotel Pershing in Chicago's famous Woodlawn district.*

In going to, or coming from  
Atlantic City, stay at the

## Hotel Adelphia

In Philadelphia  
Chestnut at 13th Street



At the Heart  
of Things

400 Splendid  
Rooms and  
Baths at  
Moderate Rates

High Class  
Service—  
Delicious Food  
—Luxurious  
Appointments  
—Reasonable  
Prices

DAVID B. PROVAN  
Managing Director

# How We Solved the Price Problem

(Continued from page 296)

When we started in business, infant wear departments were more or less rare in department stores. Women who came to the store to buy goods for babies had to rush around all over the store. We started in to make a fight for one centralized department that could sell everything needed by an expectant mother and for the babies. It was necessary to go right to the heads of the various stores. And it was a real fight. In many stores the old buyers strenuously objected to giving up one or two items to the baby department. Why, I've had buyers raise a regular roughhouse when they learned that the infant's wear department would carry a few cans of talcum powder. At first progress was slow, but our policy of building the entire department gradually began to be appreciated by the department store people.

## Welfare Program Pays

Today the infant department is a small department store complete in every detail. It is necessary for buyers to purchase from at least 250 manufacturers to carry a complete stock. The store proprietor realizes that the mother is the purchasing agent of the family and that the best approach to the mother is through the child. The shopping list is always headed by the baby's name, and the store with the most complete service for the children of the family is the one that has the best chance at the complete shopping list of that particular family.

It is easy to see why we entered upon this campaign of child welfare in order to sell our goods, because translated into selling activity, it is good business. Without this program of child welfare, without having educated the store owners to develop infant departments, we would still be floundering around trying to introduce our merchandise into departments where it would be placed in the background and little if any effort made to dispose of it. Bigger sales and better business have been the results of our welfare program.

# Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

## EXECUTIVES WANTED

A NATIONALLY STRONG, WELL INTRENCHED concern manufacturing a staple food product, widely advertised, nationally distributed, is interested in securing a few high grade, experienced salesmen to work on salary, or salary and commission; also a few young men who have had even a small account of office sales and correspondence work, or who are intensely ambitious to make salesmanship their profession. Only high class, clean living men need apply. Box 280, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

DISTRICT MANAGERS—THE AVERAGE sales manager will not be interested in the connections here offered, nor will the advertiser be interested in him. But if you are one of those rare men who have an actual capacity for making salesmen; if you have considerably more physical and mental energy than most possess; if you have a demonstrable record in large scale direct distribution, a \$10,000 per year opportunity exists for you here. Write fully, in confidence, to H. F. Baker, general sales manager, 208 W. Monroe St., Chicago.

SALESMEN, SALESWOMEN, DISTRICT managers—Sell exclusive lingerie. We offer: 1. Superior line of values. 2. Cooperation unlimited. 3. Commissions that swell the bank account. That's why. Write or wire Wyant Way of New York, Inc., Suite 733, Lincoln Bank Building, Minneapolis, Minn.

WANTED—MAN THOROUGHLY FAMILIAR with technique of sales management and salesmanship to join staff of industrial engineers as a consultant in problems of sales management organization and methods. Experience in sales work for electric or gas utilities will be helpful. Please state education, experience, references, and salary desired. Box 288, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

## EXECUTIVES WANTED

DISTRICT MANAGERS FOR LARGE MANUFACTURER selling a quality line of men's tailored to measure clothing at \$24.50 direct to wearer. Address R. D. Pastor, Sales Manager, The Roy Tailors, Inc., Cincinnati, Ohio.

## BUSINESS SERVICE

STOCK AND BOND ISSUES MARKETED. Reorganizations, consolidations. We employ every successful method known in money raising. Lebrecht Co., Waco, Texas.

## AGENCY WANTED

MANUFACTURERS' AGENCY WANTED by man with sales and credit experience. Can finance stock of goods. Prefer small established line with growing possibilities. Box 284, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

## SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 26 years for clients by my direct-mail plans, copy, campaigns. A \$25,000 annual volume increased ten-fold in twelve months. Another, from an initial expenditure of \$720 developed in four years sales by mail of half million yearly. Ten years sales promotion manager Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

HIGH GRADE SALESMAN TO REPRESENT a large manufacturer selling a high grade line to wholesalers for advertising purposes and to general trade for retail purposes. If you are a producer looking for an opportunity, our proposition will interest you. Give complete details concerning yourself in first letter. All communications confidential. Box 283, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

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MORE THAN 600,000 COPIES FOR APRIL



## “Highest Percentage of Inquiries at by Far the Lowest Cost”

—that's what a New York agency says about Better Homes & Gardens. Send for the complete story—it's mighty interesting and convincing. Ask for “Folder H”

LAST year 28,372 Better Homes & Gardens subscribers wrote our editors for information concerning every conceivable thing under the sun looking immediately toward new and improved homes and gardens.

Also thousands of additional letters and photographs were received which told about and pictured new homes, improvements, and gardens, for which the inspirational pages of Better

Homes & Gardens has been entirely responsible.

Other thousands of similar letters told us of the many embryotic new home and garden dreams in the reader minds, some day to be fulfilled as a result of our editorial and advertising pages.

Intense reader interest of this sort means only one thing to Better Homes & Gardens advertisers—Results!

### Better Homes and Gardens

*For home folks in City, Town and Suburb*

E. T. MEREDITH, PUBLISHER

Des Moines, Iowa

CHICAGO  
123 W. Madison St.  
J. C. Billingslea

NEW YORK  
270 Madison Ave.  
A. H. Billingslea

KANSAS CITY  
707 Land Bank Bldg.  
O. G. Davies

ST. LOUIS  
1411 Syndicate Trust Bldg.  
A. D. McKinney

MINNEAPOLIS  
617 Palace Bldg.  
R. R. Ring

SAN FRANCISCO  
55 New Montgomery St.  
C. W. Wright



# FACTS ABOUT Liberty

## GROWTH

Started May, 1924, in excess of 500,000 net paid  
September, 1924, exceeded 600,000 net paid  
November, 1924, exceeded 700,000 net paid  
January 31, 1925, exceeded 800,000 net paid  
NOW in excess of 900,000 net paid

## NO CIRCULATION CRUTCHES

IT HAS NOT been necessary to resort to price cutting, clubbing offers, premiums to subscribers or other circulation crutches. Liberty's phenomenal upward surge of popularity has been built solely on the public's increasing demand for a clean, live, human weekly.

## BUYING POWER

A TABULATION of Liberty's circulation shows that, in its market, it closely parallels retail sales, income tax returns, and population. Ask to see these figures in chart form.

## WHO READS Liberty?

A WIDESPREAD investigation is being conducted to determine who is reading Liberty. Preliminary tabulation of the first thousands of replies shows that Liberty readers, judging by the occupations listed, represent the active buying elements of their communities. The complete tabulation will be ready soon. Independent periodical wholesalers have submitted statements as to the character of the Liberty reader. Both the reader investigation and the wholesalers' statements furnish evidence to satisfy the most exacting national advertiser.

Liberty's Circulation  
is now in excess of

900,000  
net paid

**900,000 cash responses to a clean, live, human weekly!**  
**900,000 nickels on the newsstands of the nation!**  
**900,000 net paid in 9 months, based solely on Public Demand!**  
**and the First Million is expected early in March!**

Liberty's growth has paid rich dividends to its advertisers. Those who anticipated rate adjustments and forehandedly contracted for space are receiving from 200,000 to 400,000

excess net paid circulation! The cost of producing a weekly of Liberty's editorial character and printing quality is tremendous. A 200,000 circulation increase makes imperative the

# Announcement of NEW Advertising RATES effective with the April 25<sup>th</sup> issue

Advertisers have until midnight, March 21, 1925, to buy a net paid circulation of 900,000 (or more) at the present 700,000 rate!

Liberty rates will always contain "velvet" net paid for the advertiser because they will probably never catch up with circulation. Nearing its first million! Liberty is now the exceptional buy!

**Liberty**  
A Weekly for Everybody

CHICAGO  
7 So. Dearborn St.  
Phone Central 0100

NEW YORK  
247 Park Ave.  
Phone Vanderbilt 7489

LOS ANGELES  
406 Haas Building  
Phone Metropolitan 3172

